

# WORLDWIDE MANAGEMENT CONSULTING AWARDS 2021

Marischa van  
Zantvoort  
Loyd Consulting Group

Antonio  
Panico  
Business Coach

Ettore  
Minore  
CEO of International Trade  
Market Ltd

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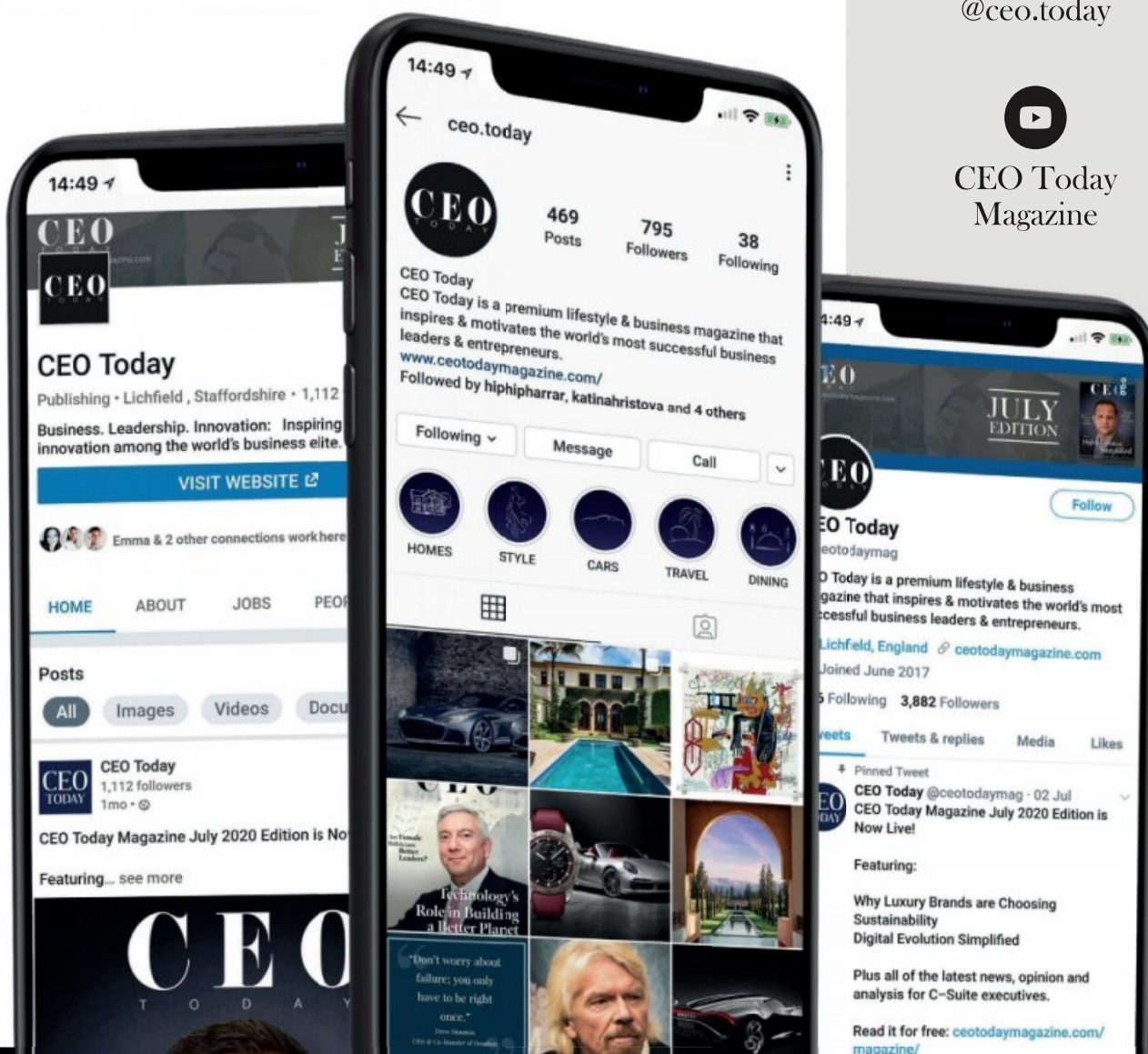
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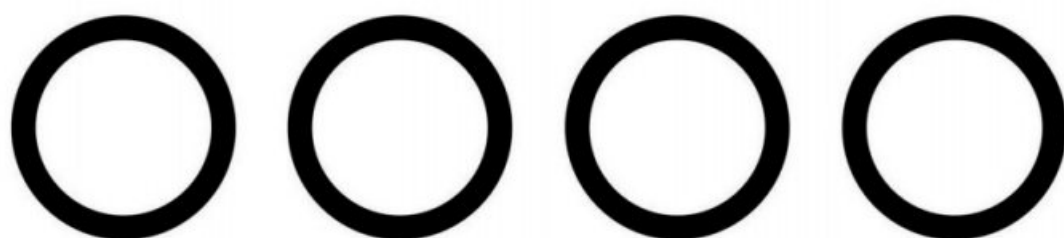


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The logo for the CEO Today Management Consulting Awards 2021. It features the words "CEO TODAY" in a stylized, stacked font on the left, followed by a vertical line. To the right of the line, the words "MANAGEMENT CONSULTING AWARDS 2021" are written in a large, serif, all-caps font.

# CEO TODAY MANAGEMENT CONSULTING AWARDS 2021

## **CEO Today Management Consulting Awards 2021**

Hello and welcome to the 2021 edition of the CEO Today Management Consulting Awards 2021.

These awards are dedicated to raising the profile of strong and innovative leaders in the Management Consulting sector. Every year, the CEO Today Management Consulting Awards recognises the critical role that the field plays in the public and private spheres and the vital insights its experts provide to CEOs in facilitating growth and evaluating risks.

We at CEO Today are proud to present the 2021 CEO Today Management Consulting Awards, in recognition of the unceasing efforts of those experts pushing new boundaries in the field.

Congratulations to all of our winners and finalists.







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# Ettore Minore

CEO  
International Trade  
Market Ltd



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## ABOUT ETTORE MINORE AND ITM LTD

I was born in Palermo, capital of beautiful Sicily (Italy), and graduated in Sociological Sciences; for many years post-graduation, I worked in the media industry and commercial development. The nature of my studies in Sociology combined with my experience in the marketing communication sector made me attentive to the landscape that globalisation offers, especially in regards to international commerce.

In 2006 I founded ITM Ltd (International Trade Market Limited) of which I am CEO. ITM Ltd deals with strategic and financial consulting, import-export, logistics and transport. It is based in Hong Kong and owns 100% of “Yi Hua (Tianjin) Food Trading Co., LTD”, an Italian and European Food & Wine import and distribution company in general based in Tianjin (PRC). Furthermore, ITM Ltd is a partner of I.T.I. Srl (Inter Trade Italia Srl) based in Rome (Italy).

At the head of the three companies, there is me, assisted by my managers and employees. The total workforce is around fifty people.

We also collaborate with a Business School, the Masterandskills, a school in which I personally have a shareholding. The business school, which is one of the most famous in Italy, trains the managers of the future and in the last 10 years has placed around 1,000 young managers in various multinationals companies around the world, including ITM Ltd.



# AN INTERVIEW WITH ETTORE MINORE

**International Trade Market celebrates its 15th anniversary this year. What have been the company's biggest achievements during this time? What are you most proud of?**

In 2021 ITM Ltd celebrates 15 years of activity and in these 15 years, we have expanded our services, diversifying into different sectors and studying future projects to always achieve new goals. National and international markets, in continuous evolution, propose new challenges that will be judged by the impact they will have on the community and the environment. We are ready to face these changes and to follow customers and partners with increasing competence and professionalism. What makes me most proud? Having overcome three world crises, starting with the one in 2008, then in 2011 and recently the one linked to the COVID-19 Pandemic, makes us very proud. It is a sign that the foundations on which ITM Ltd has been built are solid and have even deeper roots.

**What else do you hope to accomplish with the company in the future?**

For the future, in addition to consolidating ourselves in the international market and being ambassadors of Made in Italy, we are considering investing in the professional sports sector - especially in football. This is to achieve two objectives: the first is the circulation of our brand through sports marketing. This way, the activities of ITM Ltd could be expanded in those countries where they are not yet reached by our goods or interests. The second reason is closely linked to the development of the football industry and its rights, whether they are media or social media, image, merchandising or others. We are currently in negotiations for the acquisition of a professional football team in Italy, specifically in the South of Italy.

**In what ways has the pandemic affected International Trade Market?**

2020 and 2021 will undoubtedly be two years that we will hardly forget. A thought goes to the millions of people who are no longer there.

*"No CEO can be successful without a team that understands and executes their strategies."*

As for ITM, the impact of the pandemic has been contained mainly for a reason. For some years we have had a sector that has been working on the import and export of PPE (FFP2 and surgical masks, gloves, gowns, etc.) which has allowed us to maintain an optimal turnover trend.

States have been surprised by this pandemic and, for the most part, have not been able to react in time both from a health and an economic point of view. Those countries, like China, which have reacted in a strong and organised way are also stronger economically. European countries, with the exception of the United Kingdom, reacted late and consequently from an economic point of view, 2022 will not be enough to bridge the gap with other industrialised countries. Having said that, it must be noted that some sectors have registered increases in international trade. Think of the healthcare sector and its devices, the maritime merchant sector, logistics, the latter sectors which have registered considerable increases taking advantage of the pandemic period. The quotations of the sea freight of containers have reached considerable figures, but on the other hand, there are many international trade activities that have experienced a sharp slowdown. Think of the luxury and tourism sectors, as well as exports to the East of Made in Italy or Made in Europe products, causing unprecedented GDP losses in their respective countries. Finally, I add that in order to have a forecast on when international trade will be brought back to the times before COVID, it will be necessary to see the economic recovery and restart plans that the governments of each country will devise. In my opinion, projects must be based on targeted development investments, financing for businesses, training, innovation, which will enable an efficient system that will guarantee the average citizen safe and dignified profits. In this system, international trade will have, I would say, strategic importance. The word "Globalisation" must not be replaced by "Globalism", it must return to being a positive concept, the one that has allowed the knowledge of people and their businesses to thrive over the centuries.

**What are the key things you attribute your success to?**

I think the keywords of my success are: Competence, Transparency, Knowledge and teamwork. No CEO can be successful without a team that understands and executes their strategies. A team that has an opinion and analyses everything to arrive at a shared goal is the best sort of team. This can be seen when brainstorming or in the meetings I have with my managers; it is normal that it is up to the CEO to decide, but sharing a project is still good for the final decision. Competence, you need to know what to do, how to do it and how to overcome any problems.

One part that I believe is important to my success is knowledge. Always, before approaching a new market or a new business, I



study and analyse every detail. For example, if it is a country, I like to know its history, its geopolitics, its uses and customs, its main religion and last but not least: its people. Knowing these factors helps you a lot to penetrate their thinking and many times to be a part of them. It is also, if you like, a form of respect for countries that have a working relationship. For this reason, even when I am in China or in other parts of the East, I feel like I am at home, despite being thousands of kilometres away in Italy.

### **What business lessons have the COVID-19 pandemic taught you?**

As mentioned before, the COVID-19 pandemic took us by surprise and put us in front of unpredictability that we did not think could come before. I believe that such situations will happen again in the future. The lesson it left us can be translated into three words: Resilience, Agility, Sustainability. Being resilient allows you to resist by modifying some strategies and knowing how to diversify in order to be able to maintain the trend without sacrificing resources. Agility allows you to be quick in making decisions and consequently reactive to all the upheavals in the market that such a violent pandemic puts you in front of. Sustainability, understood as Financial Sustainability, is good financial management with a current liquidity base that allows you to stand up even in the most difficult moments. Here, this pandemic has taught me that these three phases allow the overcoming of epochal crises like this.

### **Why do you encourage more companies to use the services of an export consultancy?**

In Europe, and in Italy in particular, many companies, even of considerable sizes, are family-run and consequently see an export-import manager as a cost and not as an investment. We recommend consulting as an outsourcing service, with a lower cost than an internal manager and eliminating all problems related to research, payment management, customs, quality control, logistics and transport. But we do not only do consultancy, we do import-export for our brands and therefore those who rely on us know that we can provide a service that is not only competent but also complete. An example is the Italian food and wine companies, companies of the highest quality, but still facing the export of their products as they did a few decades ago. Here we help them to enter the market in a more incisive way.

### **What sets you apart from other export consultancies?**

We are distinguished by the fact that, as mentioned before, we do not only run a consultancy, we run import-export. So the relationship, for example, with customs or customs agents is direct, we manage our containers together with those of the companies we work with as consultants. We have legal offices, our partners, in China and

Hong Kong as well as in Italy and London, for any differences that may arise with suppliers. The relationship with our client is not between a service provider company and a client but we believe we are the client's partner to better understand their needs and make them reach the goals set as if they were our own. I think this is the thing that sets us apart from the others.

### **In your opinion, what are the qualities of a good leader and CEO?**

I believe that a good leader or a good CEO must have qualities that can be summarised as follows:

- Authoritativeness, not authoritarian, but authoritative. He has to be credible to their organization.
- Be aware of the context and consequently be far-sighted.
- Know how to innovate and create development.
- Know how to learn from mistakes. A good leader must look in the mirror every morning and humbly analyse what they did wrong. Don't always think about successes but remember mistakes. A good leader is also a trainer and a good trainer creates equally good managers.
- Know how to reduce complexities.
- Raise awareness in the organisation.

Here, I believe that a good Leader or CEO must reflect these points in order to get the most out of his company.

### **What does this award mean to you?**

First of all, I thank CEO Today Magazine and those who recommended me for this prestigious award. For me, it means a recognition of what has been done to date. It hasn't always been easy, there have been many sacrifices but seeing what my companies have achieved and in particular, ITM Ltd, fills me with pride. This award gives me even more conviction on going forward as we have done so far and on reaching increasingly important goals. These goals are always reached alongside the people who work within my organisation, with my wife Cristina and our children. The award is also for them. Thank you.

*“A good leader must look in the mirror every morning and humbly analyse what they did wrong.”*

# Antonio Panico

CEO  
Business Coaching Italia

## ABOUT ANTONIO PANICO

Antonio Panico is a business coach and the founder and CEO of Business Coaching Italia, the largest business coaching company in Italy. The organisation is made up of 37 business coaches, all with an entrepreneurial or managerial background. The company's main focus is to improve society by helping to strengthen companies.

Antonio, who graduated in pharmacy, has cultivated years of experience in the field of sales and marketing for both Italian and international companies. He has also studied a variety of subjects to aid his abilities as a business coach, including self-help, leadership, persuasion and emotional intelligence, and strives to implement a rigorous and scientific approach to his coaching.

After founding Business Coaching Italia in 2018, Antonio went on to write 'Coach Ricco Coach Povero' (Rich Coach, Poor Coach), an advice manual explaining his teaching philosophy and techniques for aspiring business coaches.



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# AN INTERVIEW WITH ANTONIO PANICO

## **After your early career successes as a manager, what drove you to specialise in business coaching?**

My career as a salesman and then as a manager in marketing was quite rapid. As a product manager I also had the responsibility of training new sales representatives about the products I oversaw. It was then that I discovered that I had the skills and passion for this line of work. So, at the first opportunity, and at the height of my career in marketing, I asked to take up the position of head of training and coaching, where I had to start from scratch to rebuild and restructure the department. The challenge was exciting because it allowed me to develop new skills while experiencing the pleasure of helping salespeople and managers to grow and achieve concrete results. It was during those years that I developed my idea to start a company of my own, dedicated to coaching in the business field.

Today, like yesterday, the thing that guides me in this job is my belief in entrepreneurship, an inordinate passion in seeing my clients succeed, thrive, and grow as entrepreneurs or managers.

## **What motivates you to achieve the best results for your clients?**

I would say that two things motivate me, one of a spiritual nature and the other of a strategic nature. I think coaching has a lot to do with people's identity. Coaching is not just a job I do – I am a coach; it is my personality. My guiding values and those of my company are to “contribute” and to “be competent” and therefore the motivation derives from the fact that helping our clients fulfils my personal mission as well as that of every coach on my team.

From a purely practical point of view, it is almost certain that an entrepreneur who achieves and exceeds at their goals, thanks to the support of their business coach, will continue their relationship to define new goals. So, making sure my clients get great results means ensuring loyalty and an excellent reputation in the market, and this is a strategic point for my company's growth.

*“Personally, I view business coaching as a professional support of strategies, tactics, and practical activities, such as business processes, which allow companies to achieve results.”*

## **Have you had any recent clients that stood out to you? Can you tell us about how you helped them to develop?**

I was very impressed by the legal firm CFC Legal, which deals with tax law. During the COVID-19 pandemic this company faced difficulties, but the two partners, instead of being discouraged, focused on coaching to increase the conversion rate of their sales representatives, doing so by investing in their team without hesitation. They knew that it was fundamental to push to the max to bring about significant benefits and secure jobs. What struck me was the sense of belonging and the responsibility demonstrated by these members and their entire team.

We worked with the sales department, improving the entire sales process from the target to the sales pitch, from the prospect acquisition method to the consultancy itself. After a few months the average sales conversion rate went from 9% to 35%, and in some cases it even reached 70%. Not only did these changes give the sales team, lawyers, and the entire staff new confidence, but above all it allowed them to avoid closing the balance sheet with losses. They were able to turn the negative situation around and reach a positive result in terms of profit. It was a deeply satisfying outcome that we were proud to be a part of.

## **How have you coached your clients through the business disruption caused by the COVID-19 pandemic?**

The first thing we considered was a change of business model, when it was possible. In particular, our main goal was to help them continue with the delivery of products or services, while helping these companies digitise themselves as much as possible.

For example, one of our clients, a high-end restaurant, was able to find a way to deliver meals without compromising the flavours and quality of their products. By doing so they were able to increase their margins and acquire new clients throughout Italy, thus dramatically increasing their potential market.

Secondly, we worked on company accounts, helping many entrepreneurs to gain tight control over their cash flow, which is often lacking in small and medium-sized Italian companies.

Many of our clients also took advantage of this situation to restructure procedures with the intention of restarting in a more structured and efficient way post lockdown, and they have had excellent results. In fact, some of these clients have doubled or tripled their results.

Last but not least, we have worked on communication and marketing. The strategy was to increase the share of voice, taking advantage of the fact that our clients' competitors had stopped

marketing promotions. This significantly improved their share of voice, giving them a competitive advance in market shares after the lockdown. This allowed many clients to limit their damage to a minimum and helped many others to grow. In some cases, we saw an enormous growth, with some businesses growing as much as 180-200% during the lockdown.

### **What are the most common business mistakes that you see among the entrepreneurs you advise?**

In my experience, the most common mistake – which concerns small businesses, but also happens often in large companies – is a lack of data analysis. Too often I have seen entrepreneurs or managers make decisions based on their own opinions, or those of a small group of people, without analysing the statistics at all.

The second most common mistake is the lack of business systematisation. It occurs frequently in Italy, where companies work without a structured process, without an organised work method, or without necessary policies and procedures.

### **What is the greatest challenge that you face as a business coach?**

The biggest challenge I face is to break the common belief that coaching is something theoretical that has to do with the mind.

Personally, I view business coaching as a professional support of strategies, tactics, and practical activities, such as business processes, which allow companies to achieve results.

The business coaching program that I propose is based on the cognitive theory of self-efficacy, combined with business process consulting.

The idea of self-efficacy was theorised by Professor Albert Bandura, a famous cognitivist who was awarded the National Medal of Science by President Obama. This theory shows that the basis of success is precisely the feeling of being able to obtain results (self-efficacy) and not simply based on motivation.

Self-efficacy is fuelled by four main sources: persuasive processes (typical of the motivator) and emotions play a role, but more important are knowledge of effective strategies and successful experiences.

We work by ensuring the implementation of practical and effective strategies, helping our coaches become successful.

The execution of effective strategies and the achievement of success, even small ones initially, increases our coaches' self-efficacy and thereby leads them to become increasingly determined, competent and effective.

### **What inspired you to write Coach Ricco, Coach Povero (Rich Coach, Poor Coach)?**

The title was proposed to me by the publisher who asked me to write the book. My inspiration was to write a book that dealt with coaching for what it historically was, and not for what it has become in recent years. For me, being a coach means helping others to be successful, but lately coaches have become acclaimed stars who are more attentive to their own interests than to those of their clients (at least here in Italy). In my opinion, this poor-intentioned approach is not good for the coaches who try to win over clients every day. So, I defined a rich coach as a coach who manages to help others, one who has a solid reputation and is surrounded by people who value him or her for the real contribution he or she gives to others.

These coaches also do well financially. For me this is what being a rich coach means.

### **Do you have any advice to offer to aspiring business consultants and coaches?**

My advice is to systematise an effective method, paying close attention to defining KPIs of their progress, so that progress is evident. My second piece of advice is to make them work hard so that they improve and are satisfied. In this way, a coach can build an excellent reputation, which counts even more today than it did a few years ago.

### **What do you hope to achieve in 2021 and beyond?**

My plans for 2021 are to consolidate the leadership positions in the Italian market, complete the training program for the 22 students who are currently attending the academy and start a new edition of the business coaching academy by the end of the year.

I hope to go international in the coming years.

### **Can you tell us about your academy?**

It was started a few years ago, when some of my entrepreneurial clients asked me to share my coaching and business management skills. Since then, every 18 months a new edition starts, limited to a few select participants who have managerial or entrepreneurial experience, with the aim of letting them work with clients that I personally would not be able to follow. Once each of them has finished the course and has demonstrated the acquired skills, they are assigned some Business Coaching Italia clients. We ensure that quality supervision is carried out to guarantee that the service is the best possible. This has allowed us today to be the company with the highest number of business coaches in Italy.

We would say that our academy is a bit like a boutique. We do not aim to have many students, but to select people carefully and to train them thoroughly to work with us.



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# Marischa van Zantvoort

CEO of Magnifor Consulting

## ABOUT MARISCHA VAN ZANTVOORT

Midway through her Masters in analytical and theoretical chemistry, Marischa van Zantvoort decided a career in a laboratory was not her path: “I liked the process to get to the core of what we see and think, and the mathematical dimensions in doing so, but I wanted more to be fulfilled,” she said. Her career started in information technology and evolved into management consulting.

“After years of ‘project-hopping’ I wanted to pursue a career in industry and began work as a Chief Auditor in Philips, to everybody’s surprise, as I wasn’t trained to be an auditor. However, at the time, Philips wanted to add the flavour of risk advisory to their audit-function and my experience in consulting was what they needed. I enjoyed being in the role of Chief Auditor, as I was permitted to get to the bottom of things, which is my primary interest, but this time I combined it with working with people, rather than a chromatograph. Thus began ten fantastic years at Philips as Chief Auditor, and eventually finished as the Chief Commercial Officer of Philips’ Healthcare Informatics division. It was then that risk management began loudly knocking on my door.”

## AN INTERVIEW WITH MARISCHA VAN ZANTVOORT

### **What motivated you to specialise in consulting and risk management?**

There is an intrinsic motivation to have the discipline of risk management add more value to business goals and people engagement. When you explore this field, two key observations emerge.

One is that consultants in this space could surf the waves of law and regulations for decades and give companies ways to circumvent those statutes. But most companies today recognise

that risk management cannot be only about satisfying regulators. Today’s leaders want risk management to focus on better decision-making in order to lead to improved business success. The purpose of risk management must go well beyond basic compliance. The ‘why’ of risk management should not be ‘managing risks’. It must be about people learning to make better decisions and, in so doing, contribute to business success. Doing that requires a focus on the development of people engagement.

Secondly, we saw the profile of risk

management, compliance policies, assurance practices and codes of conduct expanded after the 2008 credit crisis, but to what end? Did they prevent Wirecard's bankruptcy, the devastating explosion at the port of Beirut, Boeing's problems with the 737 Max, or a global pandemic? Was somebody in Wirecard aware of false records in the Philippines before 1.9 billion Euros evaporated? Were there people in Boeing and the FAA who knew about the potentially fatal problems with the 737 Max before 346 people died in two crashes? Of course somebody knew. They probably even declared the risk, but crucially, did the organisations hear, listen and act?

To make a real impact, risk management must be integrated with organisational effectiveness, but little has been done so far to connect these two worlds - and this must change. To drive that transformation is at the heart of Magnifor Consulting's purpose, and this is what motivates me every day.

Risk management in the decade ahead requires a bold, new approach that integrates organisational effectiveness with human resources. Leaders who wish to create a new level of performance in their organisations need a risk culture that includes and values all workers in the organisation.

Risk management practices must ensure that the right people see risks and opportunities at the right time, enabling teams to act with skill and confidence and extend the boundaries of what is possible in their response strategies. That is how an organisation builds resilience and remains relevant in the decade ahead.

**Risk management technology has seen great improvements in the past few years. Are there any trends that you are particularly enthusiastic about?**

Crowdsourcing is a well-known business practice especially in the innovation space. It is an extremely effective way to tap into the knowledge, innovative ideas and insights that people have. We bring the proven practice of crowdsourcing to the field of risk management because risk management is too important to leave to the risk management function alone.

Risk managers are often professionals working from headquarters. The COVID-19 crisis has further increased their distance from the frontline as most of them work from their home offices. They cannot be expected to be an always-on radar scanning the emergence of risks and opportunities at all levels of the organisation.

Currently, we see leaders who want to monitor the actual level of risk and opportunity. They are not interested in a static picture of what risk looked like during the risk-workshop; they recognize that view was already outdated the moment they left the room.

It is common to misunderstand what crowdsourcing is. It is vastly different from an idea box or survey. A few principles apply, but

let me highlight three. First, it has to be related to specific and well-defined targeted goals. For example, a well-known goal for a logistics service company is on time delivery (OTD). You then invite people to share the risks and opportunities they see in meeting this goal. Secondly, you have to identify your audience, and this is where it gets really exciting, as the audience may well be outside the organisation. When crowdsourcing is cascaded out to subcontractors, suppliers, and customers, the potential impact is substantially multiplied. Thirdly, it is critical to include recognition and feedback. The real value behind crowdsourcing is the engagement you are able to create. Making sure that people are recognised for their inputs and given feedback of what was appreciated engages them further in the company and its objectives. In crowdsourcing, every voice counts and must have an equal weight, because no one of us is as smart as all of us.

**Why do you feel that organisations should foster a risk management culture rather than imposing incremental changes? How can this be achieved?**

Creating a risk culture means setting out on a journey that utilises compliance and risk registers as tactical supportive risk infrastructures, but recognises that behaviours and engagement, learning and continuous improvement, and decision-making, act as the critical elements of risk culture. Such a journey includes both quick wins and more longitudinal interventions.

Implementation means that all parties must embrace the fact that the company must change the way risk committees function and that risk managers will have a seat at the executive leadership table. It means modifying people-related processes, such as training, remuneration, and accountability. It means that project managers and business leaders are held accountable for the risk and opportunity detection and follow-up in their respective areas. Doing this will profoundly and visibly have an immediate impact on the culture.

To operationalise and sustain a risk culture, leaders must translate this into process changes throughout the organisation. They must also deliberately intervene where it will make a real difference, thus signalling the behaviours they are encouraging.

Failure to detect risk and to respond in a timely way will lead to problems. Currently, companies are tackling risk culture just as they do other business challenges. How we perform risk management is not a cosmological constant; it must be generated and created in the company.

A myth worth debunking is that having a risk culture means avoiding risks. Most companies with a risk culture are likely taking more risks than less, or simply preventing them. They are comfortable being uncomfortable and embrace risks. They are able to do that because of two main reasons. One: they see the threats and chances coming their way rather than being surprised by

them. And two: they have more insight into the uncertainties that accompany risk. With these capabilities they can respond faster to early and even weak signals that inform them. They do not need to predict the future; they are creating it. It is truly a different mindset at all levels of the organisation that makes a risk culture sustainable. We call it a Risk Leadership Mindset™.

Leaders who seek breakthrough business results must embrace the uncomfortable but invaluable truth: most risks and opportunities their organisation will register in the coming year are already known by somebody in their organisation today. Knowing these in their earliest stages gives leaders a head-start in response strategies. As William Gibson wrote, “The future is already here, it’s just not evenly distributed yet”.

### **What can you tell us about Magnifor Consulting’s Risk Focus™ and what it sets out to achieve for clients?**

We developed our proprietary system Risk Focus™ to make the process of crowdsourcing easy and enjoyable for our clients. Why? Because there was nothing available in the market that served these goals. So we had to do it ourselves.

Our cloud-based digital solution Risk-Focus™ supports companies in crowdsourcing risks and opportunities. A few simple screens in everybody’s pocket will stimulate the sharing of uncertainties, potential issues or simply anomalies seen. Risk-Focus™ makes organisation-wide sharing easy and fun. Uncertainties are logged in less than two minutes, empowering all frontline colleagues to contribute. The workflows enable the integration into companies’ business strategy, operations, and compliance processes to drive enhanced learning and risk-informed decision making.

It is an always-on radar capturing every risk and opportunity relevant to the business goals.

Organisations that are highly reliable and rarely caught off-guard are keenly aware of their failures and always seek to learn from them. Most organisations tend to focus on their successes and deny or ignore their failures. Highly reliable organisations anticipate what could go wrong, how they could go wrong, and dig into the small things that have gone wrong. Small failures are viewed as early warning signals of deepening trouble and give insight into the whole system’s health. If you catch problems early, you have more options to deal with them.

A preoccupation with understanding failure is a preoccupation with learning. Unfortunately, the overwhelming tendency in most organisations is to ignore weak signals. A state of unease preserves the capability to see the significant meaning of weak signals and to deliver strong responses to weak signals. This results in a mindset that continually asks: “What are we overlooking and what else do we need to do?”

Risk Focus™ pivots this unease into clearly described uncertainties and informed workflows, enabling the organisation to respond in productive ways. The tool automatically aligns uncertainty management processes to the specific goals of the organisation and makes risk and opportunity identification systematic. Risk and opportunity analysis is done continuously instead of having a static picture quarterly or less.

The result is a dashboard on which management can see the actual level of risk and opportunity daily.

It is essential to understand that the system is a means to an end and not the goal. The system must be aligned with the company’s organisational goals. It allows each individual to raise their voice and identify uncertainties with a potential impact on its organisation’s objectives.

### **What differences do we see in an organisation after a Risk Leadership Mindset™ is implemented?**

An organisation with a Risk Leadership Mindset™ operates radically different from traditional organisations.

The traditional risk management process is designed to administer negatives or hazards, and mitigate them, often after performing a root cause analysis. While there is nothing wrong with that traditional practice, it is a backwards-looking assessment, making it nearly impossible to address the future accurately. These days, most organisations also focus on control assurance and actively check if controls are adequate and how they can be improved. Again, good practice. But the most this will provide to the organisation is gradual improvement.

In a more traditional top-down setting, senior leadership determines the risks entered into the risk register. In organisations with a Risk Leadership Mindset™, leadership empowers everybody in the organisation to share uncertainties, risks and opportunities. This approach adds bottom-up views to the traditional top-down approach.

Secondly, in many organisations, risk registers are updated with a frequency that is at best monthly. But risks do not rest, and opportunities do not wait, and so it is imperative to ensure the risk register is equally alert. At best, windows of opportunities close when ignored. In worst-case scenarios, they slip away to the competition. Organisations with a Risk Leadership Mindset™ have an always-on live risk register. Their radar to capture uncertainties is never down.

Thirdly, most organisations cannot learn from the risk environment outside their organisation. Risk-Focus™ gives them an extremely effective tool to expand their views outside the borders of what



they traditionally see.

Fourthly, the risk function in many client environments we engage operates from a 'risk control tower'. With a Risk Leadership Mindset™, insights into risks and opportunities flow free and in all directions. What becomes crucially important is to actively listen to these uncertainties, and thus keep up with the velocity of risk and opportunity.

Finally, rather than looking for someone to blame and having the workforce waste energy avoiding that blame, the people in the organisation focus their attention on mitigating risks, grasping opportunities and learning in order to create radical foresight. The ultimate goal is to make better risk-informed decisions at all levels. It is not about who was right or wrong, but about the right thing to do.

Our Risk Leadership Mindset™ is a future-focused methodology that incorporates the past and present and brings foresight into the organisation such that threats and opportunities can be identified when change occurs, and the ramifications understood.

In such organisations, multidisciplinary teams work shoulder-to-shoulder to understand risks and opportunities and co-create solutions. Risk management becomes everybody's day-to-day. A Risk Leadership Mindset™ connects your frontline employees' knowledge about risks and opportunities with the resources, expertise, and empowerment needed to act timely.

**With countries and multinational companies now looking to resume business in the wake of the COVID-19 pandemic, how do you anticipate the practice of risk management to change in the near future?**

As we are leaving the COVID-19 crisis behind us, the question should not be, "How do we get back to normal?" The question must be, "How can we make it better than before?" Many leaders are using this moment to re-think, pivot, and re-build; capitalising on a rare opportunity to transform their teams and position them to thrive, rather than survive, in the decade ahead.

Risk management is granted the opportunity to make a difference by guiding companies into the roaring twenties of our times.

Organisations that fail to embrace modern risk management will likely be overwhelmed as the pace of change in the decade ahead will accelerate faster and faster. The rate of learning must be faster than the rate of change, and that can only be achieved by open and inclusive risk and opportunity management practices where every voice is heard with equal weight.

As an example, one need only look at the landmark decision the Dutch court has made in ordering Shell to significantly accelerate its decarbonisation efforts. Shell must reduce its net global emissions by 45% by 2030 compared to 2019, including those from its customers and suppliers. The question to ask is whether Shell was truly listening to all voices inside their own organisation and outside. Did Shell hear, listen and act? Certainly not in time. The Paris Agreement came into effect years ago, and the Club of Rome alerted the world to the environmental and demographic challenges in 1952. In 2021, the unheard and frustrated voices found the judge in their court. This decision does not stand on its own, but is the start of something much bigger. Only recently did ExxonMobil lose board seats to climate activist candidates. Think of the accelerated changes Shell suppliers will be forced to make, as well as the shipping and storage industry of fossil fuels.

**Have you set any goals for yourself and for Magnifor Consulting for the remainder of the year?**

We are very excited to announce in the very near future the inaugural session of our Risk Leadership Society. It will be a community of practice discussing aspects of risk management, transforming culture, and getting to a Risk Leadership Mindset™. Modernising risk management seems simple but may not be easy. Compare it to losing weight: eat less, move more. Sounds simple, right? But not appreciating the challenges one takes upon his or herself is a mistake and may lead to disappointment. Therefore, our intent is to team-up like-minded great thinkers who want to push the curve of risk management transformation rather than running behind the future.

Executives across multiple industries will be invited to explore and walk this new talk while sharing experiences, best practices and failures in a safe collaborative environment. When you want to go fast, go alone – but when you want to get far, go together.

*"In crowdsourcing, every voice counts and must have an equal weight, because no one of us is as smart as all of us."*



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# Mark Heydt

Chief Learning Officer & Founder  
Game Plan Leader

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## ABOUT MARK HEYDT

**Elevate from Exhaustion to Leadership**  
Are your leaders Exhausted? If they are exhausted, they can't maximize their innovation, their inspiration, their productivity, or their leadership. Mark Heydt focuses on elevating leaders from Firefighters to Fire Chiefs, enabling these key skills for the leader and for the business that depends on them.

### Coaching and Leadership Development Experience

Mark has experience coaching many C-suite executives, divisional leaders, entrepreneurs, and middle managers. In 2020, Mark published "Rescuing the Corporate Exhausted Hero" focused on helping leaders in elevating from Corporate Exhausted Heroes to Strategic Leaders. Through focusing on creating a vision, proactively influencing change, coaching others, and delegating, Mark's clients achieve it all without doing it all themselves. Mark's clients consistently praised his positive energy and his ability to develop a collaborative and strategic environment. His programs create actionable game plans that deliver results. His clients also say that his extensive corporate experience provides relevant situational examples that helps gain the trust from both executives and program participants.

His recent consulting projects including designing a high potential talent development program for a government agency, embedding the Clifton StrengthsFinder across a non-profit, assisting a national franchise company in building leadership expectations program, and building a "Leaders in Change" development program for a global marketing company.

### Business and Career Background

Mark has held senior level positions in which he has led the strategy and execution of talent development, talent management, talent acquisition, and talent engagement at large companies including Target, Red Robin Gourmet Burgers, DCP Midstream, and Sports Authority. He has worked in a variety of industries including energy, retail, and services. Now as a consultant, he has added experience in healthcare, manufacturing, media, and financial services. Mark is focused on coaching and developing the next generation of leaders across industries.

### Education and Certifications

Mark has a Bachelor of Science in Marketing from Indiana University and a Master's in Organizational Development & Training from the University of Denver. He is a certified coach through Gallup and the International Coach Federation (ICF). He is certified in Gallup StrengthsFinder, Myers Brigg's Type Indicator (MBTI), and the Leadership Circle Profile 360 assessment.







# Jeff Dunnahoo

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## Principal, Management Consulting at RSM US LLP

### ABOUT JEFF DUNNAHOO

Jeff leads the Financial Institution Management Consulting team for RSM US LLP. He is focused on transformative change to help clients implement technology and organizational change to support optimal customer experiences, efficient processes and optimized productivity. Jeff is a specialist in the financial services industry with over 35 years of experience working for and consulting with financial institutions. Jeff has a strong background in all aspects of technology management as well as vendor management, risk management and information security.

As a management consulting principal at RSM, Jeff has a proven track record of developing strategies and implementing solutions for financial institutions. Jeff delivers consultation to clients regarding complex business and technology matters that drive value in the organization. Additionally, he provides hands-on leadership across Advisory, Delivery and Managed services to ensure client value.

- Digital transformation
- Solution selection
- Technology Management
- Contract negotiation
- Financial institution operations
- Business process optimization
- Strategic planning
- Organizational change management
- Project management
- Product development

### PROFESSIONAL AFFILIATIONS AND CREDENTIALS

- Information Technology Association of Georgia
- ICBA IT Institute Program Development
- RSM Innovation Challenge Coach

### EDUCATION

- Bachelor of Science, Computer Science, Georgia Institute of Technology

### FIRM PROFILE

RSM's purpose is to deliver the power of being understood to our clients, colleagues and communities through world-class audit, tax and consulting services focused on middle market businesses. The clients we serve are the engine of global commerce and economic growth, and we are focused on developing leading professionals and services to meet their evolving needs in today's ever-changing business environment.

RSM US LLP is the U.S. member of RSM International, a global network of independent audit, tax and consulting firms with 48,000 people across 120 countries. For more information, visit [rsmus.com](http://rsmus.com), like us on Facebook, follow us on Twitter and/or connect with us on LinkedIn.

RSM's Financial Institution Consulting practice works with clients to optimize processes and technology that support business needs. With our specialized focus in the financial institution industry we work with clients to develop overall business strategies and design, implement and manage solutions to meet the financial institutions' goals.







# Jonathon Karelse

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## ABOUT JONATHON KARELSE

Jonathon Karelse is the CEO of NorthFind Management, and is a global leader in demand planning, Operational excellence and Integrated Business Planning. He combines extensive experience with the latest best practices to improve supply chain operations, optimally leveraging people, processes and tools.

Jonathon is leading the conversation that Behavioral Economics represents the next big idea for demand planning in most companies. He believes that by understanding the causes of biases and heuristics in planning, organizations can make rapid improvements in real-world performance. As a frequent contributor to the Supply Chain Council of Canada, the Association for Supply Chain Management, and the International Institute of Forecasters (IIF), Jonathon tracks trends and directly influences best practices in Demand Planning and IBP. His work with NorthFind was recognized in 2020 by Supply Chain Brain – Top 100 Great Supply Chain Partners – and by Supply and Demand Chain Executive: Top 100 Supply Chain Projects for their support of Heineken's application of Behavioral Economics in global planning.

He has been cited for his work on Forecast Value Add (FVA) analysis; the integration of Judgment and Business Intelligence into statistical forecasting; and Conflict Resolution in consensus forecasting. Jonathon is a Director of the Eagle Ridge Hospital Foundation where he is Chair of the Governance and Strategic Action Planning Committees. He is a graduate of the MIT Sloan School of Management, a member of the 2019 Management Excellence cohort at Harvard Business School, and is a member of the Harvard Business Review's Advisory Council.

## Recent Publications

"Mitigating Unconscious Bias in Forecasting"

**FORESIGHT: The International Journal of Applied Forecasting**

"When Forecasts Go Wrong – and Why"

**SUPPLYCHAINBRAIN**

"S&OP Won't Fix Your Forecasts"

**LINKEDIN**

"Forecast Value Added Interview with Jonathon Karelse"

**SAS**

"The Human Factor in Demand Forecasting"

**SUPPLYCHAINBRAIN**

## Awards

2021 Pros to Know

SUPPLY & DEMAND CHAIN EXECUTIVE

2020 100 Great Supply Chain Partners

SUPPLYCHAINBRAIN

SDCE 100 Top Supply Chain Projects for 2020

SUPPLY & DEMAND CHAIN EXECUTIVE

## FIRM PROFILE

NorthFind Management was founded in 2012 with Supply Chain Management as a cornerstone of its practice. Since becoming CEO, Karelse has added deep capability in Risk Management and Business Continuity Planning, digital transformation and strategic network optimization. Joining him at NorthFind are recognized leaders in their respective disciplines: inventory optimization and network design; strategic sourcing and supplier performance management; analytics and supply chain modeling; and more. Together, the NorthFind team represents the global benchmark for end-to-end supply chain performance.



**Demand Planning and Forecasting**



**Inventory Optimization**



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**Sales and Operations Planning**



**Risk Assessment and BCP**

Recognized 8 Times "Best of the Best"





# Frederic Gomer

Partner  
B2G Consulting

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## ABOUT FREDERIC GOMER

Recognised as one of the global leaders in supply chain consulting, Frederic Gomer is the managing partner and co-founder of B2G Consulting: an implementation-focused boutique consulting firm that specialises in supply chain transformation. An acclaimed international expert in global supply chain transformation, Frederic calls upon more than 20 years of consulting experience in Europe, the Middle East and Asia to deliver maximum returns for his clients.

Frederic and his firm follow a “coaching-not-consulting” approach to supporting their international clients. His motto is to partner with the clients, working alongside as one team with a shared ambition to achieve extraordinary results, to outperform the competition and redefine industries. Frederic is a veteran of this style of business coaching and has received numerous accolades for his leadership acumen, including the APICS Leadership Excellence Award in 2017 for a major transformation programme undertaken with Schindler. Under his leadership, B2G Consulting has flourished as well, being recognised by Consulting Magazine as the Best Supply Chain Transformation Consultancy in 2020.

As a trusted figure in the consulting spheres, Frederic regularly contributes his insights to supply chain publications and on social media. When he is not furthering B2G Consulting’s mission to drive significant economic returns for their clients’ organisations globally, he often appears as a speaker of note at a range of international seminars and conferences.

We speak to Frederic below about his achievements in the consulting industry. He shares his story of what inspired him to specialise in this area and how he plans to use the coming year not only to progress personally, but also to help his clients thrive post-pandemic and define their success.



# AN INTERVIEW WITH FREDERIC GOMER

## **Tell us a little bit about your career before co-founding B2G Consulting.**

I started my career in operational excellence, working for various industrial groups in France (Stanley works, UPM-KYMNE etc...). Following this, I later went on to work for international supply chain consulting companies in Europe and the Middle East where I spent a couple of years and then to Singapore in 2008 as a Senior Consultant before starting my own practice with my partner Mourad Boussaid.

## **Why did you pick consulting, or did consulting pick you?**

I found consulting was a way to make a significant impact in my clients' lives, as I strongly believe that there is always a higher purpose: we support business leaders to develop strong, profitable organisations to create sustainable progress, wealth and happiness for their people and community, across the globe, for a more fulfilling life. So, it goes beyond the four walls of our organisation! Besides, my very nature allows me to feel very comfortable in a dynamic, highly competitive, and fast-speed environment.

As the Managing Director at B2G, I make sure that the business grows with the right strategy and is tackling the right market and, where necessary, I provide leadership to ensure we have a thriving current practice that focuses on excellent services, ideation, solutions and execution of projects for our clients.

## **What prompted the idea of setting up B2G Consulting?**

We knew the consulting market had some major gaps: not enough pragmatic approaches, that were too conceptual and not focused enough on implementation and the top-down perspective; there remained to be an unbalanced ratio between junior and senior consultants, leaving approaches to be too generic and not specialist enough.

As a new firm emerging in 2008, we had to differentiate and fill the identified gaps; compared to larger consulting firms, we decided to focus on hands-on implementation, a "coaching-not-consulting" approach, with highly specialised senior consultants in the supply chain, providing flexible and fast support.

Today's business environment requires companies to constantly undergo fast changes if they want to remain competitive.

From this perspective, where we strongly believe in the concept of value network: to always provide the right expertise to our clients' needs, we have built a trusted network of +200 experts that we can tap into, whenever needed to supplement our teams.

Watching some e-commerce giants (such DELL, AMAZON...) growing early in the 2010s, we realised that supply chain management was crucial for businesses to thrive and would soon become a core competitive advantage, not only for the B2C but also for the B2B sector.

Of course, this message was inaudible when we started, but we diligently invested in promoting the supply chain discipline, at our level, in schools and universities, and moderating regional chapters of supply chain associations (such as APICS and CSCMP) to empower our fellow supply chain professionals.

With the pandemic, the world has discovered the strategic importance of the supply chain, thus this topic has been put on the agenda by most CEOs, and we have witnessed an incredible rise in the number of Chief Supply Chain Officers appointments at the executive committee of leading organisations.

Having focused on becoming a strong supply chain specialist for 10+ years, our clients find B2G very much relevant now considering the VUCA (Volatile, Uncertain, Complex and Ambiguous) nature of their business environment.

With industries being disrupted, the post-COVID world needs new approaches.

## **What are the supply chain challenges your clients are facing and how are you supporting them?**

Before COVID-19 not many knew what 'supply chain' really meant. That lesson was brought home by the pandemic which disrupted supplies globally and most recently, the Suez Canal incident. Agility became the lifeblood of the global supply chain.

These incidents forced companies to look closely at their operational blind spots which were putting the entire business at risk.

From our perspective, we saw an increased demand for support providing:

- End-to-end visibility such as scenario-planning, dynamic stress tests and data analytics or advanced Sales & Operations Planning;
- Higher agility with a rapid business redesign, distribution network optimisation, near-shoring sourcing, suppliers base rationalisation;
- Better cost position with procurement transformation, cost and working capital optimisation; and,
- Greater collaboration through digital transformation and acquisition of new technologies.

In addition, e-commerce accelerated and organisations were also looking for support to grow their online presence and improve operations with digitalisation. The pandemic certainly fast-tracked their digital transformation.

We have been supporting our clients to lead their supply chain transformation journey based on their strategic objectives and priorities, taking into considerations their corporate culture and current state.

Another area of client interest is sustainability in the supply chain. Sustainability and Environmental, Social, and Governance (ESG) are still fairly new and moving fast. With stronger pressure from consumers and regulations, companies are realising the impact of their operations on the planet. Let's be clear, supply chain impacts account for more than 80% of greenhouse gas emissions and more than 90% of the impact on air, land, water, biodiversity and geological resources.

So, business leaders and supply chain professionals have an important responsibility in considering their footprint as resources are limited. That is an additional challenge as to how to build a sustainable supply chain. The trend is now accelerating, companies focusing not only on their own carbon footprint and environmental impact, but on the impact of their suppliers and customers as well.

Building a sustainable supply chain is no easy task. Most global supply chains are so vast and complex, that many companies just do not know where their inputs come from. Gaining visibility and control can be challenging as can keeping pace with regulations and industry commitments across multiple jurisdictions.

At B2G, we took a strong stand in considering systematically the sustainability component in every project or optimisation initiative that we lead, regardless of whether it is a requirement from the client.

This has led us to build an in-house supply chain sustainability index for corporate reporting purpose. The index measures the sustainability performance of an organisation in its supply chain process. We hope that a framework like ours will provide transparency and accountability, help standardise disclosures, reinforce risk management, and provide learnings for the organisation and external stakeholders.

It also prompted us to launch our latest event the Global Sustainable Supply Chain Summit 2021. To be premiered in June, the summit's larger cause is helping our planet. It is the largest virtual event to address sustainability topics for supply chains, and to celebrate both organisations and exceptional individuals that are leading the way to a more sustainable future, making an impact in their supply chain initiatives by going above and beyond the global challenges we face.

## **What have been your biggest recent achievements?**

There are a few, however, one of my biggest accomplishments so far has been to successfully deploy an end-to-end supply chain transformation for a major industrial client. The objective was to build a reliable, cost-efficient and responsive supply chain model with a strong focus on discipline and operational performance. Besides the operational excellence focus, we spent a lot of time on leadership development to ensure that the managers and their teams would operate at their optimum levels.

On top of the great hard benefits achieved, the real reward for me, is that we have managed jointly with the client to empower the organisation to tackle any upcoming transformational changes. Basically, we made ourselves redundant!

On a more personal capacity, we hosted the first Global Women Supply Chain Leaders Award 2020. It was the largest virtual global supply chain summit to promote diversity and inclusion dedicated for women leaders in the supply chain arena.

It was a huge learning curve for everyone – to go virtual. However, we made it happen. The event drew a lot of positive reactions globally with +1,600 registrations across 80 countries, supported by industry supply chain leaders and experts. Importantly it drew and zoomed attention to the cause of highlighting remarkable individuals in the supply chain. There is more to come in 2021!

## **What's on B2G Consulting's agenda for 2021?**

For me, 2021 will be the year of transition for B2G. Barring any unexpected catastrophes, we look forward to shaping the company's future around our core values: we WoW, we outperform, we are fun and creative, we eat what we cook and we are always pushing the envelope.

## **What we have in mind for 2021:**

1. To become a leading player in sustainable supply chain transformation helping organisations to succeed in their sustainability journey.
2. To help our clients to outperform and strive despite market conditions by developing new capabilities in leadership, talent, data analytics, AI and digital innovation.
3. To remain thought-provoking and keep pushing boundaries in particular around topics related to diversity and inclusion, sustainability and social responsibility.
4. To continue building stronger relationships with our clients in a more virtual context.
5. To keep enjoying our journey and grow with an outstanding team.





# Steven Bowen

Founder and CEO of Maine Pointe

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Steven Bowen

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## ABOUT STEVEN J BOWEN

Steven J Bowen is founder and CEO of Maine Pointe, a global supply chain and operations consultancy specializing in driving EBITDA and cash improvements across procurement, operations, logistics and data analytics to enable growth. Steve has more than 30 years of P&L experience, leading turnarounds for high-growth businesses and Fortune 1000 companies and advising CEOs and PE partners. Company leaders worldwide recognize him for his ability to rapidly transform an organization's vision and mission and deliver exceptional, sustainable and measurable performance.

Maine Pointe's global clientele spans multiple industries, including aviation aerospace and defense, CPG and retail, private equity, energy, chemicals and industrial manufacturing & services.

Steve is a published author who is frequently quoted in industry publications and is a sought-after guest on podcasts and other industry broadcasts. He has published articles and insights on supply chain collaboration and integration for leading business publications.

## ABOUT MAINE POINTE

Maine Pointe, a member of the SGS Group, is a global supply chain and operations consulting firm trusted by many chief executives and private equity firms to drive compelling economic returns for their companies. We achieve this by delivering accelerated, sustainable improvements in EBITDA, cash and growth across procurement, logistics, operations and data analytics. Our hands-on implementation experts work with executives and their teams to rapidly break through functional silos and transform the plan-buy-make-move-fulfill digital supply chain to deliver the greatest value to customers and stakeholders at the lowest cost and risk to business. We call this Total Value Optimization (TVO)™.

## ABOUT SGS

SGS is the world's leading inspection, verification, testing and certification company. SGS is recognized as the global benchmark for quality and integrity. With more than 89,000 employees, SGS operates a network of over 2,600 offices and laboratories around the world.

## AN INTERVIEW WITH STEVEN BOWEN

### What led you to start Maine Pointe?

I founded Maine Pointe as a result of the simple observation no firm at the time offered an implementation solution for the true end-to-end supply chain and operations of a company. Senior executives and private equity firms needed hands-on specialists to help them drive measurable supply chain and operational improvements, fast. The purpose of the company was (and remains to this day) to deliver compelling economic returns to our clients and our people through accelerated performance improvements in EBITDA, cash and growth. To achieve this goal, we invested in building a results-driven implementation firm underpinned with a culture and set of values clients can trust.

### How did you attract your first customers?

Old fashion cold calling and networking led us to an opportunity to work with our first client on demand creation and management in their business.

Over the next decade, we hired highly experienced industry and subject matter experts who were able to take our unique Total Value Optimization (TVO)™ analysis and implementation methodology and deliver accelerated, measurable results for our clients. Built on a solid foundation of our values, we pursued our vision of becoming the world's most sought-after supply chain and operations consulting firm by making a clear ROI business case to clients, supported by a unique 100% guarantee of engagement fees based on annualized savings.

### What would you say have been your main achievements over the past 12 months? How have you navigated the COVID-19 pandemic and its implications?

COVID-19 has laid bare numerous cracks in prevalent supply chain and operations models built for a different era and forced businesses to urgently re-evaluate how their organizations are led, organized and operated. Resilience and agility have been the watchwords of the past year, with CEOs recognizing they have to urgently accelerate the shift towards digital end-to-end supply chain and operations. Maine Pointe demonstrated its own agility by quickly introducing our three-step approach: stabilize, recover, rebalance as a roadmap for clients. This was underpinned by our flexible onsite/offsite global delivery model, highlighting our ability to deliver services remotely.

Ensuring 100% remote delivery by Maine Pointe for clients often unfamiliar with working remotely during the pandemic has been a major achievement for our teams. For example, we set up a new supply chain operation in under six months for a carve out in the chemicals sector. When the pandemic hit, we transitioned to a remote delivery model using cloud-based and remote technologies to run all value creation activities and deliver a project ROI of 6:1 in under eight months. As a result, despite the smaller size of the new business, we reduced supply chain costs, developed and implemented a S&OP process which helped free up 15% of inventory to release cash. This helped the company navigate through the COVID-19 pandemic.

There's no denying that it's been a challenging time for all, but I am very proud of the way Maine Pointe, as a member of the SGS group, has come through. Our next challenge is to help our clients drive measurable digital supply chain and operations transformation and prepare for a surge in growth and a predicted commodities supercycle.

### What's the most important business lesson you've learned since starting your own company?

In my 17 years of running Maine Pointe, there have been many business lessons learned. If I had to pick one, it would be to limit debt and keep plenty of cash available. It can cost some growth at times, but ensures a level of stability in the tough times which allows you to attack the market when your competition is often at its weakest. Artificially inflated earnings through over-use of debt will come home to roost at some point and businesses will often pay a higher price as recovery is more difficult.





# JON JEFFERY

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## Head UK / Ireland Region and Managing Director PharmaLex UK

### ABOUT JON JEFFERY

After joining the company that became PharmaLex UK, Jon was appointed as Managing Director shortly before he reached the age of 40. He has since led the business's strong organic and inorganic growth, achieving or exceeding the P&L targets year-on-year. On 1 January 2020, PharmaLex UK and Ireland joined forces and Jon now leads a regional organization that provides outstanding program-led and thought-leadership solutions to its clients across the PharmaLex service portfolio. Aiming to be inspirational and accessible to all parts of the organization, Jon's colleagues know him for being both strategic and tactical with sight on the big picture as well as the detail.

During his career, Jon has supported organizations as a regulatory consultant and his clients have appreciated his commercial outlook having worked in both sales and marketing roles. With over 25 years of life sciences industry experience working for European and North American companies and clients of all sizes, Jon has covered prescription and OTC medicines, original and generic, and has provided support for registrations with an array of global regulatory authorities, across Europe, North America, the Middle East and APAC.

### FIRM PROFILE

PharmaLex is a leading provider of specialized services for the pharma, biotech and medtech industries.

Founded in 1994, PharmaLex has 40 offices in 22 countries and continues to see healthy growth. Our purpose is to support the life sciences industry to transform global health by accelerating the development of life-changing products for patients.

#### Differentiation

PharmaLex delivers compliance solutions for pharma, biotech and medtech companies who require expert knowledge or resources. Scalable yet innovative, our high-quality, specialized services go beyond market approval to maintain product portfolios. We have a vast network of trusted global consultants who help clients navigate local regulations. Our diversity provides a distinct advantage in an era when flexibility

and efficiency are key to competitiveness. We draw from the combined knowledge of the whole spectrum of life sciences with 25+ years of experience. Compared to some of the large CROs / BPO organizations, PharmaLex is considered a specialist business organization. What CROs consider a side business, is our core business.

#### Leading technological innovation

At PharmaLex we combine our extensive global experience and deep understanding of pharmaceutical lifecycle processes with the development of our cloud-based platform for life sciences automation alongside key partnerships with leading technology vendors. Through our pharma technology-enabled services we are helping our customers to adopt and take advantage of innovative technologies to drive efficiency gains within their own operations.

#### Living our values

Our values are the backbone of PharmaLex. They guide us in our decision-making and how we engage with our colleagues and clients every day. To make them truly meaningful, we developed them together with our team across our global network and embedded them in our processes to ensure they are lived.

Our values are international mindset, growth and learning, collaboration, quality focus, dynamic working approach and integrity and respect.

#### Social responsibility

As an industry leading company compliance is our priority. But it doesn't stop there. Our ethos is to provide flexible and cost-effective solutions that enable companies to bring products intended to diagnose, treat and improve patient wellbeing to market faster. It is this commitment coupled with the acknowledgement of the impact our business model has on the world, that defines our corporate social responsibility strategy. It is of vital importance that we not only take responsibility for our actions as a company but invest in our future as a community.





# Rahul Kapur

Partner at Grant Thornton Bharat LLP

## ABOUT RAHUL KAPUR

Rahul has over 20 years of professional services experience spanning across solutions and geographies. He has worked with several organizations in assisted them with their growth strategies. Currently, Rahul is spearheading the business consulting at Grant Thornton in India.

Rahul was recognized as one of the top 20 management consultants across the globe in 2019 by 'The Consulting Magazine'. He was again showcased by 'The CEO Today' magazine as a leader in consulting in 2020. He specialises in business planning, growth strategy, operational and performance improvement and works across India, South Asia and Africa.

Rahul works closely with the CXOs on critical aspects of business, including decisions to enter new markets or geographies, add to their existing portfolio of products or solutions, setting targets for organisations and their teams and managing the organisation by rightsizing or defining scorecards and actions for achieving goals. His clients range from large private equities, multinational companies, and Indian companies on the path of expansion.

Rahul also plays a significant role in capacity building in India by participating in various forums to advise the government on improvement business and labour conditions in India. He has authored several thought provoking articles in the field of agriculture and skilling in India. He is also the co-chairman of a task force commissioned by Associated Chambers of Commerce and Industry to improve ease of doing business in India.

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## FIRM PROFILE

Grant Thornton is one of the largest fully integrated Assurance, Tax and Advisory firms in India. With 5,000+ people and presence in 15 locations across 13 cities, we help dynamic clients unlock their potential for growth. We constantly pursue new ideas and embrace culture of curiosity, agility and innovation. We deliver the greatest value by collaborating across services to create innovative, tailored solutions to resolve clients' complex challenges.

As a leading professional services firm, Grant Thornton takes pride in being the go-to growth adviser for dynamic organisations. When the pace of change demands greater speed and agility, our structure and culture are a natural fit. Our competitive advantage is our Indian roots and global orientation.

## Global strength

Grant Thornton is one of the world's leading organisations of independent assurance, tax and advisory firms. With more than 53,000 Grant Thornton people, across over 135 countries, we are focused on making a difference to clients, colleagues and the communities in which we live and work.

## Why Grant Thornton Bharat

We run focused programmes in six key sectors: Automotive, Banking, Financial Services and Insurance (BFSI), Consumer Products, Healthcare and Life Sciences, Media, and Real Estate. We have a deep understanding of these sectors, including emerging trends, challenges, disruptions and issues faced by the companies we serve in these sectors.









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# Roland Wadl

Founder and Managing Partner of Qualitas

[www.qualitas-mc.com](http://www.qualitas-mc.com)

## ABOUT ROLAND WADL

With 25 years of experience in global executive search, recruitment and human resources management, Roland is driven by a passion for truly understanding what is needed to make organisations successful and prosperous, bringing a holistic approach to his work. He believes in the art of finding the best match between talented individuals and companies that share core values such as leadership, diversity and respect.

Roland is a founding member and co-owner of Qualitas Hoffmann Reed and has placed many high-profile executives in more than thirty countries across the world, from Europe to The Middle East, to Asia and the USA.

His global experience has helped him to develop a truly international mindset, enabling him to rapidly adapt to new cultures and to guide clients through challenging processes. An ability to listen to and understand a client's needs — sometimes before they do — is a strength that makes Roland a strong, empathetic and sought-after consultant.

Roland studied psychology at the Universities of Graz and Vienna and holds an MSc. in International HR Management and an MAS in Organisational Development.

## FIRM PROFILE

Qualitas Management Consulting is a privately owned and innovative European Human Resources consulting company. Active in Western and Eastern Europe, Qualitas has been established with one prime goal: the delivery of concrete business and result-oriented solutions. With its in-depth direct market experience and the strength of its regional management and project team, Qualitas works across major industry sectors. Our expert know-how, international focus and integral view towards our clients' challenges guarantee a level of service, commitment and diligence that reaches far beyond the pure delivery of management talent.

Our main values include commitment, focus, and competence through which a professional, pro-active and partnership-centered working relationship with our clients is established.

Qualitas was established in 2000 with a clear focus on supporting clients in key markets in Central & Eastern Europe as well as in the emerging markets of the Middle East and Asia. Our office is located in Vienna, Austria. From here we serve a strong client base from Austria, Germany and Switzerland. Our company is organised as a partnership, founded by search professionals from international organisations and senior executives. We can rely on an experienced regional project and research management team and are proud of our own in-house research department with international search experience and language capabilities.

### INTERNATIONAL SCOPE

Based in Vienna, Austria, our business model is built on an international approach combined with centralised market research capabilities. Our clients mainly reside in Austria, Germany or Switzerland. But for their search assignments they expect from us a genuine international approach: Qualitas supports clients in those regions where they have a business need. In many of the countries we have already gathered intense search and consulting experience.

Following our high-quality approach, assignments will always be handled from your mandated consultant directly, irrespective of the region you choose to work with us. In some regions or for specific industries we work with trusted partners with who we share a common vision, approach and understanding of quality. Our Partner Companies are located in the US, Europe, Africa, The Middle East and APAC.





www.dr2consultants.eu



# Margreet Lommerts

Managing Partner of Dr2 Consultants

## ABOUT MARGREET LOMMERTS

Margreet has been Managing Partner at Dr2 Consultants since November 2016. She has fifteen years of experience in European Public Affairs and related Organizational Management and advises a wide range of clients in the transport sector.

Following various experiences gained at Dutch consultancies in The Hague, Margreet started out in Brussels as a policy advisor to a Dutch MEP in the European Parliament in 2005. She then joined the Association of European Airlines (AEA) in 2011 as Manager Security, Facilitation and Cargo. In 2013, she became AEA's Senior Manager for Public Affairs and created its Public Affairs function, including internal communications and management of advocacy activities within the political, communications and research teams of the AEA. She has a Bachelor's degree in European Studies from the University of The Hague and holds a Master's in Public Administration from the University of Leiden.

## FIRM PROFILE

EU Public Affairs means the strategic representation of your organization's interests towards EU policy-makers, political parties and the public sphere. To us, EU Public Affairs is much more than just political advocacy: it includes thorough knowledge of EU decision-making processes, grasping the different political dynamics in the EU Institutions, and enabling effective cooperation with your stakeholders. We provide organizations with tailor-made support, setting targets to measure progress and show results.

Our people make the difference. Taking pleasure in the job, engagement, enthusiasm and trusting each other are important in our firm. This is what drives us.

Our strength is built on the qualities of all members of the team. We all participate actively in society and keep ourselves well-informed on the latest developments in our field of expertise but also in the world surrounding us.

Our consultants have expert knowledge of the political process. We help our client develop powerful key messages and advise them on how to strategically roll out that message in order to establish long-term relationships.

### What We Do

#### Public Affairs strategies

The development and execution of effective Public Affairs strategies are the core of our business. We help our clients navigate the EU's regulatory framework in order to operate successfully in Europe. Building a successful Public Affairs strategy starts by developing an in-depth understanding of our client's mission and interests.

Dr2 Consultants supports you in the strategic positioning of your organization in Brussels, taking into account your goals and targets for the mid to long-term, and identifying the tools you need to achieve your goals.

#### Management consulting

A Public Affairs strategy can be successfully executed if it is well embedded in an organization. Dr2 Consultants has extensive experience in supporting organizations to fully integrate Public Affairs activities into their operations. Dr2 Consultants identifies relevant aspects of the workflow including procedures, information exchange and internal structures and realigns these dynamics in order to successfully integrate a Public Affairs strategy within the organization.

#### Association management

Our goal is to support your organization with the establishment of new coalitions and associations, and management of existing ones in order to boost efficiency and stay relevant in this fast-paced environment.



**DR2 CONSULTANTS**

*your key to Europe*


[www.cowi.com](http://www.cowi.com)

# Lars-Peter Søbye

President and CEO of COWI

## ABOUT LARS-PETER SØBYE

Using his training as MSc in engineering from Aalborg University, COWI's President, CEO Lars-Peter Søbye has had a long career in the Group.

Lars-Peter Søbye has worked in COWI's management since 1993, both locally and internationally, including a three-year secondment in Oman from 1997 to 2000.

In 2005, he was appointed Executive Vice President of COWI Denmark, and he was one of the main drivers behind the Danish part of the Group's 'Strategy 2010', which focused on employee involvement and development of customer relations and consultancy processes.

COWI's Board of Directors appointed Lars-Peter Søbye President, CEO in 2008, and since then he has worked to further develop the international activities of the COWI Group.

At the Confederation of Danish Industry (DI), Lars-Peter Søbye serves as Chairman of the Board, DI Global Talent, member of Foreign Economic Forum, and member of the Business Policy Committee.

Furthermore, he serves as Chairman of the Board of BLOXHUB, a community for sustainable urbanization, and Chairman of the Board at the Confederation of Danish Industry. He has also served as Ambassador for Women in Leadership.

## FIRM PROFILE

COWI is a company that is driven by more than money and ambition. We are a company that is based on vision and values. We exist to create sustainable societies with a clear COWI DNA in everything we do. This commitment has created the COWI we are today – a company that has existed for more than 90 years.

We strive to deliver solutions that not only fulfil the need of our

customers, but also add value to the surrounding people and societies. We do so through our 360° mindset and by drawing on the knowledge and experience of our specialists accumulated over the course of more than 85 years.

### VISION AND MISSION

Our vision expresses the direction which we wish COWI to take. Our mission is our reason for being. Together with our strategy and values, they point us to the future.

### OUR VISION

Our vision is to create coherence in tomorrow's sustainable societies.

We want to be:

An industry top player

We are a top earner in the industry creating substantial value to enable growth and innovation

The customer's first choice

COWI is the customer's partner of choice when it comes to creating innovation and sustainable value

The best people

We have the highest level of competencies and knowledge sharing in the industry based on our high performance teams

A leading brand

COWI is the strongest brand and the preferred consultant in all of our designated markets

World-class international specialists

We are recognised as the world leader within our international business lines.

The COWI logo, consisting of the word "COWI" in a bold, red, serif typeface.

www.nexeo.group



# Antoine Darcet

Partner and Co-Founder of Nexeo Group

## ABOUT ANTOINE DARCET

Engineer by training, Antoine has more than 30 years' experience in intellectual services. He founded and directed Cadextan (ESN) until it was sold to Sungard (Sungard Global Services). He was also the co-founder and Managing Director of SmartCo, a financial software developer. In 2002, he teamed up with Philippe Smolders and founded Nexeo, where he serves as President.

## FIRM PROFILE

When we founded Nexeo in 2002, our ambition was to create a company that would bring together innovation, expertise and strong human and ethical values.

Our solid growth strategy draws on a cohesive and complementary set of approachable operational entities. Specialising in the digital transformation, we provide our expertise to support our clients' needs. Working in a caring environment, we cultivate a genuinely interpersonal relationship with all employees and make their well-being our key concern.

At Nexeo, we believe that responding to tomorrow's challenges means thinking and acting differently starting today: Commitment, Collective Intelligence and Ongoing Innovation are the hallmarks of our enterprise plan.

Our mission: To ensure that every project achieves long-term added value for our clients.

In an accelerating and changing world, we help our clients in Banking-Finance-Insurance to adapt and transform their processes and information systems.

We ensure that every project creates value through tailored support and high-quality services: our proven methodological know-how, our ongoing innovation drive and our ability to deliver cross-functional, tailored services are among our most important assets. Meanwhile, every individual's commitment and growth drive our development.

Our commitments: Ethics & Proficiency

From the very start of Nexeo in 2002, we made a strong commitment: Ethics and Proficiency.

Since then, regardless of whether the market is on a high or low, we remain firmly connected to these choices and our vision, which is focused on the long-term.

Because of both our nature and our culture, we endeavour to ensure we're attentive to our clients so that we always provide the best technical and functional skills. Our employee recruitment, training and monitoring policy, as well as our drive to plan ahead for technological and financial developments, serve as proof of our values.

Our values: Commitment, Sharing, Consideration

The intellectual services industry can sometimes be guided by opportunism. From the very start, we decided to define a corporate plan that is driven by the employees themselves. Our employees' satisfaction is primarily a result of instilling a collective plan in which every individual can be fulfilled, plan ahead, understand their role and measure their contribution.

IS Transformation

Design and implementation of Information Systems

Faced with fundamental shifts in the Banking-Finance-Insurance industries, our experts help their clients to define and implement their IT strategy.

From industrialisation to technological innovations and the growing volume of regulations, the financial and insurance industries have been faced with the need to transform their business models over the last 10 years.





[www.cylad-consulting.com](http://www.cylad-consulting.com)


# Sébastien Chaussoy

Partner and Co-Founder of CYLAD Consulting

## ABOUT SÉBASTIEN CHAUSSOY

Sébastien Chaussoy founded CYLAD Consulting S.A.S with Paul Archer.

Since 2001 he has been active in the strategy and management consulting business with projects in Europe and the US. His expertise covers program management, business transformation and operational performance. Furthermore he has in-depth knowledge of the Aerospace & Defence and Transportation industries.

Prior to CYLAD Consulting, Sébastien Chaussoy spent 5 years as Project Engineer at Fedex EMEA. Thereafter he worked as a consultant at PwC and IBM Business Consulting Services.

Sébastien Chaussoy graduated from École des Mines d'Alès (1994), and holds an MBA from ESG (1995).

## FIRM PROFILE

Founded in 2007, CYLAD was born out of an entrepreneurial adventure

CYLAD developed into a firm that reflected its founders' vision and remained faithful to the image they had of what consultancy should be: a model combining expertise, content focus, accuracy, respectfulness, transparency, tenacity, and above all, added value for customers.

The firm built its reputation on two pillars: an in-depth knowledge of the Aerospace & Defense sector and strong expertise in Project and Program management.

Born from complex industrial projects, the firm's DNA is naturally structured to tackle projects using a cross-functional approach, breaking down silos and addressing many levels of complexity.

Today, these elements of the firm's origins form the basis of CYLAD and are more than ever part of its identity.

### OUR VALUES

#### COMMITMENT

We work with dedication to secure results that have impact

#### EMPATHY

We believe the role of a consultant is profoundly human

#### TEAM SPIRIT

We always work in a collaborative and supportive way, as a joint team with our clients

#### LEADERSHIP

We know having clear convictions and structured initiatives creates effective and valuable advice

#### OPEN-MINDEDNESS

We challenge ourselves, with curiosity and the desire to innovate

#### ENTREPRENEURSHIP

Partners and consultants approach our clients' missions with an entrepreneurial spirit and business sense

#### Our Services

#### GROWTH STRATEGY: THE FOUNDATION FOR SUCCESS

Growth is essential for business development – over a 10 year period, up to 90% of created value is generated by growth. A successful strategy requires not only clear and ambitious targets, but also a diversified approach.

Distinctive corporate growth rarely occurs by chance, but results from a clear strategy and its determined execution. While most companies are capable of defining a compelling vision with bold growth opportunities, this is only the first step. The key challenge is to substantiate growth potential by means of tangible concepts and execution plans. On average only 10% of companies generate long-term growth with their strategy.

**CYLAD**  
CONSULTING

[www.delta-maco.de](http://www.delta-maco.de)

# Burkhard Block

Managing Partner  
Delta Management Consultants GmbH

## ABOUT BURKHARD BLOCK

Burkhard Block holds a degree in Economics from the University of Bochum, Germany, and subsequently earned a Ph.D. on executive selection at the University's Institute for Managerial Science.

Burkhard Block has worked in executive search since 1981. He has been an executive search consultant and a Managing Director for various companies, including A.T. Kearney, where he spent ten years within the company's executive search group as Managing Director for Germany and was also Account Manager for the consultancy's lateral hires in Europe. He joined Delta Management Consultants in 2000.

Burkhard Block has many years' experience in filling a diverse range of positions in many different industries across Europe, and specializes additionally in professional services. He is Head of the Professional Services Practice Group and Head of Utilities.

## FIRM PROFILE

Delta Management Consultants GmbH is one of Germany's largest independent and entrepreneurial executive search companies.

Following our guiding principle of genuine client focus, we assist our clients with their executive search needs worldwide.

Our corporate structure is our key success factor: Our Managing Partners hold equal stakes in the company. With our joint business responsibility we are a partnership in the true sense of the word.

### CORPORATE PHILOSOPHY

Genuine client focus – More than 30 years of Delta Management Consultants GmbH

Delta Management Consultants GmbH was founded in 1983 and has been one of Germany's leading executive search consultancies since the mid-1980s. Our consulting assignments focus on filling top management and senior executive positions.

Right from the start we worked on the principle of adhering to certain ethical standards and living out a culture of entrepreneurship. Professional discipline, precision and always meeting the agreed deadlines are the foundations on which our consulting services are built. We are in constant contact with our clients and actively foster face-to-face communication – Delta's genuine client focus.

In recent years we have been able to add many highly qualified young consultants to our team, thus successfully preparing the next generation to take over the reins when the time comes.

Today more than ever, placing the right people in managerial positions will determine a company's success or failure in the market. There are many reasons for this: Demographic change is having a palpable impact, and the search for suitable candidates is becoming increasingly complex while the digital revolution is transforming business models and calling for flexibility and innovation. In these times of dynamic market development and growing competition top executives hold the key to a sustainable competitive advantage.

Executive search is without a doubt the most successful way of filling management positions with qualified candidates.

We start by meeting with our client to thoroughly discuss the assignment. We then produce a detailed profile of requirements: What specific requirements does the position demand – both now and into the future? What are the company's objectives? How is the company positioned in the market? On this basis we identify potential candidates and make direct contact with them to assess their suitability and their interest in the position.



[www.homburg-partner.com](http://www.homburg-partner.com)


# Christian Homburg

Founder of Homburg & Partner

## ABOUT CHRISTIAN HOMBURG

The founder and chairman of the scientific advisory board of the management consultancy Homburg & Partner, Prof. Dr. Dr. h.c. mult. Christian Homburg, holds the chair for marketing and is director of the Institute for Market-Oriented Management (IMU) at the University of Mannheim.

Prof. Homburg is one of the few German management professors who have also attracted great international attention. Today, Prof. Homburg is on the editorial boards of several trade journals in the USA and Germany. He has received several awards for his scientific work from the American Marketing Association, the world's leading scientific association in the field of marketing.

In the current ranking of the AMA, he ranks second worldwide for his research productivity between 2007 and 2017 in the most influential marketing journals. In addition, he was honored by the Handelsblatt Ranking for Business Administration 2012 in the "Top 250 Researchers for Lifetime Achievement" category as the most research proficient business administration professor in Germany. Over 3,000 scientists and researchers from Germany, Austria and Switzerland were included in the ranking.

## FIRM PROFILE

Homburg & Partner is a leading strategic management consultancy for strategy, sales and pricing issues. For our customers, we measurably increase market orientation, sales, market share and profitability, depending on their objectives. Thanks to our industry specialization, we possess in-depth knowledge of markets and specific business models.

For more than 20 years we have been working successfully both nationally and internationally for medium-sized companies as well as large corporations. We support our customers holistically from analysis and strategy development to implementation.

We want to help our clients achieve sustainable success with our

consulting services in the areas of strategy, sales and pricing – and claim to be the best in the field. Founded by Prof. Christian Homburg, we have been on the market for more than 20 years now. We can offer you a double specialization with a clear focus on specific topics and a consistent orientation on the industry.

Numerous distinctions with the "Best of Consulting" or "Best Consultant" award equally attest to our work's quality and our customers' satisfaction. These awards fill us with pride and continue to drive us on. Our company's size makes us part of the segment of medium-sized companies. Measured by our quality, we belong to the leading consultancies.

### Our Values

#### What defines us

As individual and diverse as our employees might be, they have one thing in common: A passion for consulting. Understanding complex problems and developing suitable concept solutions for our customers is at the core of our daily consulting services. Our corporate values are the binding guidelines for dealing with our customers and colleagues.

### Quality

Results at the highest level distinguish us and have brought us to where we are today. In order to further develop this strength, we always strive to repeatedly win over and inspire our customers with excellent work, high quality, reliability and well thought-out, innovative solutions.

We do not compromise, but work together to achieve this goal because we are proud of our achievements and those of our colleagues. This is what sets us apart.





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# Franz Gologranc

CEO of The Advisory House

## Contact Details

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## ABOUT FRANZ GOLOGRANC

Franz has been the CEO of The Advisory House since 2018 and is based in Vienna. He joined the firm in 2006 and became a partner in 2011. Franz has been instrumental in setting up and growing the Vienna office as well as anchoring strategic IT and digitalisation consulting services as one of the company's core offerings in its target markets Germany, Switzerland and Austria. Together with The Advisory House's CFO, he was pivotal in mastering an economic setback in 2018 and was the architect of the company's return to success and growth.

Prior to joining The Advisory House, Franz worked with Accenture for 11 years, where he also led the Strategic IT Effectiveness Service Line for the Products industry (Travel & Transportation, Automotive, Manufacturing, Consumer Goods) in Austria, Germany and Switzerland.

His professional consulting focus is on digitalisation, IT strategy, IT efficiency initiatives and the delivery of complex IT solutions. With over 25 years of experience in management consulting, he has led many high-profile projects for the utilities industry as well as in transport and logistics.

In addition to Franz's client focus, he consistently demonstrates the founding principles of The Advisory House in his everyday work, exemplifying his passion for excellence, encouragement, and support to individuals as well as sustaining the company's unique culture of mutual respect, understatement, reliability and entrepreneurship.

Franz holds a diploma in Electronics and Computer Science from the University of Technology in Graz and a Master's Degree (MSc) in Communication Systems from the University of Wales.



## FIRM PROFILE

The Advisory House was founded in 2003 with the vision to establish a premium provider of "Professional Services" for the European energy industry, whose name is synonymous with excellent results and high customer satisfaction.

From our offices in Zug, Dusseldorf and Vienna we help our clients to identify and address challenges before they become a problem, as well as to identify and implement solutions for known problems. Both roles require extensive industry knowledge, strong technical expertise, foresight, seniority and strong social skills. This is what The Advisory House stands for.

We are not one of many consultancies on the market, but the recognized solution partner of the energy industry. Having won the "Hidden Champion of Energy Industry Consulting" four times in a row, it's clear to us that our clients have confirmed the validity of our premium claim. With over 500 successfully completed projects for around 100 clients, we are today an established and highly respected brand in the German-speaking area, without having abandoned the DNA of an independent, owner-managed services boutique.

The customer is the focus of our actions. We differentiate ourselves in the market through high quality, professionalism, thought leadership, team spirit and implementation competence as well as partnership. Thinking in context, creating added value and going the extra mile are part of the self-image of our employees. They leave a lasting, positive impression by understanding the customer's true interests, putting content before show, getting to the heart of the matter, thinking solutions through to the end and implementing them pragmatically, thus helping the customer to achieve their goals.

The Advisory House's mission is to exceed its clients' expectations. We always do what is essential for the success of the project - and not just what is written in the contract. Because our most valuable reward is the satisfaction of our customers.





# Giorgio Rossi Cairo

[www.valuepartners.com](http://www.valuepartners.com)

Founder and Managing Director of Value Partners

## ABOUT GIORGIO ROSSI CAIRO

He has been working for thirty years in top management consulting, assisting major national and international groups. He has developed specific experience in the energy & utilities, electronics, high-tech, media and telecom industries.

Previous experience: Director at McKinsey & Company, Transportation Planning Manager at Polytechna Harris.

Degree in Aerospace Engineering from the Polytechnic of Milan. Executive Program in Finance at INSEAD, Fontainebleau.

## FIRM PROFILE

Value Partners was founded in Milan in 1993.

We are a management consulting firm. Whatever contributes to reinforcing your company's competitive positioning is strategic to us.

Our mission is to assist clients from the definition of their strategy and business targets to the execution of their change management programs, as well as supporting their technological innovation roadmaps. For this reason, our clients' change management challenges become our own challenges.

We deploy this approach all over the world, integrating vision and skills of our two divisions: Value Partners Management Consulting and Value Partners Digital Technology.

We were the first, at the beginning of the 2000s, to successfully integrate business and IT / digital, fully aware that this synergy offers an exceptional opportunity to create value for our clients.

We do take a stance. Our approach is pragmatic and our recommendations actionable. Clients come before anything else but the quality of our work. This is our style and our clients widely acknowledge it.

Our engagements create value. We assist leading companies by

producing a recognized impact on their performances.

We deal with strategy and with what is crucial for our client at in a specific moment.

We work in all the main sectors of the economy, and closely follow their evolution. We deal with portfolio and business strategies; organizational change management; operational improvement programs.

Value Partners provides its clients with method and specialized expertise, besides encouraging decision making processes and projects implementation. We involve the whole company structure in the development and success of our engagements. We are aware that rapidity can make the difference.

We developed winning strategies by handling change with courage, determination and good sense. Our engagements create value, because they strengthen the company's competitive position.

Our 20-year-long expertise derives from the thousands of projects we have achieved in over 50 countries.

We serve clients in Europe from the Milan and London offices. We have been present in South America since 1994: from our Rio de Janeiro office we serve local and multinational firms throughout the region.

We opened locations in Hong Kong and China to assist the firms already operating in that market, those intending to enter it, as well major Chinese groups.

Milan is Value Partners' headquarter. Out of our headquarter, we deal with strategic engagements, turnaround and change management projects for major firms and entrepreneurs, both in Italy and in all of Europe.




[www.zeb-consulting.nl](http://www.zeb-consulting.nl)

# JENS KUTTIG

Managing Director  
zeb.rolfes.schierenbeck.associates B.V.

## ABOUT JENS KUTTIG

Senior Partner and Managing Director Netherlands

Jens has more than 18 years of experience in management consulting in the European and Asian financial services industry. He provides advice to CFO and CRO functions as well as corporate banking and investment banking divisions.

Jens has more than 18 years of experience in management consulting in the European and Asian financial services industry. He provides advice to CFO and CRO functions as well as corporate banking and investment banking divisions. His consulting expertise encompasses strategy and corporate development, risk measurement and management, balance sheet and financial resources management, as well as active credit portfolio management.

Jens joined zeb as a Partner in 2014. Prior to that he was a Partner at Oliver Wyman, where he worked for 13 years. Jens studied at the University of Muenster as well as Erasmus University Rotterdam and holds a master's degree in Business Administration.

## FIRM PROFILE

We advise companies and institutions in the financial services sector and rank among the most successful consultancies in the industry

Our mission is to enhance the performance and competitive strength of our clients

We regard ourselves as partners for change achieving tangible and sustainable results

Our expertise covers a wide spectrum - from strategy development and organisation to sales, corporate management, human capital, regulatory and IT

We are a hub for financial services talent and foster entrepreneurial

thinking

Our teams are driven by the shared ambition to be the best for the benefit of our clients

As industry experts, we are able to cover your entire value-chain. From strategy and business development to operations and IT implementation. Based on our profound knowledge of finance and risk our management consultants will help you to develop a long-lasting and powerful business that ensures your competitive advantage.

### ZEB AS YOUR BUSINESS PARTNER

#### SPECIALISED

- zeb consultants have a wealth of in-depth experience across all areas of the financial services sector
- Our internal structures are aligned along specialist topics and industry areas for best practice and content-driven development
- zeb's thought leadership comprises topical themed studies and specialist publications

#### COMPREHENSIVE

- Projects in all relevant fields - from strategic planning to implementation
- Strong IT consulting expertise and proprietary management software
- Tailored solutions for issues in the financial services sector in all relevant markets




[www.consultseuss.com](http://www.consultseuss.com)

# Kieran Canisius

Co-Founder and CEO of Seuss Consulting

## ABOUT KIERAN CANISIUS

Kieran is intuitive, her trusted and steady decision-making skills are what Seuss, and her clients explicitly rely on. It's no surprise that her energy and entrepreneurial mindset, has led to the successful founding of three innovative startups.

She draws from her work experiences, including leadership and business development roles for leading CROs, to provide clients with guidance and expertise in strategy even in high-pressure situations.

Kieran's leadership has been central to the success of Seuss Consulting. With co-founder Sabine Hutchison, Kieran has steadily grown Seuss Consulting since its founding in 2012, while navigating the often challenging and ever-changing European Life-Sciences landscape.

Kieran is intrinsically interested in others, and brings this into her working relationships, allowing her to genuinely support your organization. Through years of experience and training, Kieran delivers integrated processes with powerful results. From day one Kieran will work as an advocate and confidante to get your project completed, channeling as much energy and dynamism into your company as she does her own.

Kieran's communication skills are on display in workshops, presentations, and speaking events. Clients of Seuss quickly discover that her ability to clearly communicate and relate to their team is a rare asset. Firms on both sides of the Atlantic Ocean have come to rely on Kieran's guidance when facing difficult and important choices as well as developing and implementing comprehensive strategies.

## FIRM PROFILE

Seuss Consulting is the trusted advisor for life-science companies seeking guidance and support with vendor selection, commercial optimization, and expansion into the European market. Led

by Kieran Canisius and Sabine Hutchison, everyone at Seuss Consulting brings their unique life-science experience and passion to each project.

### WHAT WE CAN DO FOR YOU COMMERCIAL OPTIMIZATION.

We work alongside your team to boost your business, not only analyzing your marketing and sales goals, but providing practical solutions to achieve them. As your trusted advisor, we draw on our diverse industry background to create ambitious, detailed, and actionable growth plans that are unique to your requirements and culture.

### VENDOR SELECTION & MANAGEMENT.

Seuss Consulting helps life-science companies make informed vendor selection decisions, which lead to high-impact partnerships. By ensuring the continual visibility of the critical selection criteria and full team alignment, our team supports you through the selection process each step of the way.

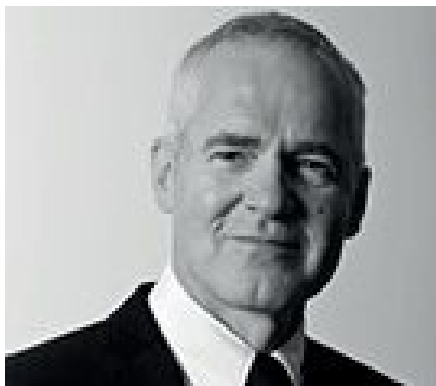
### BRIDGE TO EUROPE.

We investigate which approach will be the best fit for your expansion to Europe and design a custom roadmap that guides and eases your entry into the market. Our team of tax, notary, HR, and strategic advisors with decades of EU business formation and industry knowledge, will help you construct a solid foundation.

Most importantly, we don't fit you into our plan. We create solutions for your company that are carefully crafted to achieve your business goals. We want you to be comfortable working with us from day one and be proud of the success we achieve together as our work nears completion.







# Michel Kiviatskowski

www.mazars.pl

Managing Partner of Mazars

## ABOUT MICHEL KIVIATKOWSKI

Michel Kiviatskowski has been managing Mazars' office in Poland since the founding of the company in 1992.

He supervises auditing and advisory projects both for Polish organizations and large international corporations. For 7 years he was the General Manager at one of the "Big Four" companies in Paris. He has the title of PhD from the Department of Law and Economics of the University in Aix-en-Provence (France) and the French license of statutory auditor.

Michel Kiviatskowski has extensive experience in the review of financial reports and advisory services for companies representing all sectors of economy, and in particular banks, leasing and construction companies. He regularly conducts seminars for clients and classes and lectures at universities. He is the author of numerous publications and articles in specialist press. During the campaign for expanding the European Union he gave speeches at the French Senate on the economic situation in Poland and was member of a group of businessmen participating in talks with the Polish President Aleksander Kwasniewski and the French President Jacques Chirac.

Michel Kiviatskowski is married and has two children. He likes to spend his free time actively and plays golf and tennis, winning many tournaments. He loves car races and participates in them.

## FIRM PROFILE

The Mazars office opened in Warsaw in 1992 in order to meet the expectations of the growing number of foreign investors coming to Poland. The constant struggle to respond to the needs of thriving companies contributed to its dynamic development.

Nowadays, Mazars ranks among the top audit and advisory firms in Poland.

Present in Warsaw and Cracow, with over 300 professionals we accompany your business by offering the full range of audit, tax,

accounting, HR advisory and payroll solutions.

We serve more than 800 large, small and large international and Polish enterprises, including those listed at the Warsaw Stock Exchange. We offer them services based on a deep understanding of each company and tailored to their individual needs and development stage. Some of them have been working with us for almost 30 years now.

Mazars offers a full range of professional services including audit, accounting, tax and financial advisory services for a wide range of clients across the spectrum of industry sectors.

With our unique integrated approach we have the proven expertise and experience to help your organisation develop. Through our technical excellence combined with personal commitment we deliver you tailor made solutions. Whether you are a listed or large corporate company, a public sector organisation, owner managed business or a private individual.

At Mazars we offer a full range of services that will give you a clear insight into your company strategy, business processes and financial reports. We also give you all the necessary advice and support to manage your operational and financial processes and the risks involved.

Our team of highly trained professionals deliver a range of specialist services that can be adapted to the size and type of your organisation.

Guided by our values

Mazars has always remained true to our founder's values of deep ethical commitment, responsibility and belief that technical excellence is the key to success.

**mazars**



# Pablo Campos

[www.oliverwyman.es](http://www.oliverwyman.es)

Managing Partner of Oliver Wyman Iberia

## ABOUT PABLO CAMPOS

Pablo Campos is the Managing Partner of Oliver Wyman Iberia and Partner of Financial Services and Corporate Finance & Advisory, based in Spain and with more than 22 years of experience has worked in the strategic consulting sector for companies in the financial sector in Europe and Latin America.

Currently, Pablo is responsible for all the practice groups of Oliver Wyman España & Portugal and for the last 2 years has been leading the Corporate Finance Advisory (CFA) practice in EMEA & APR. He has spent much of his career at Oliver Wyman, working with leading multinational companies in the financial sector. In addition, he has also worked on financial transformations with national authorities. Prior to joining Oliver Wyman, he worked in the Corporate Finance practice at Lehman Brothers as an Associate and in the strategy services division of Andersen Consulting (now Accenture) where he spent 5 years between Madrid and New York. Pablo holds a double degree in Law and Economics from ICADE University, as well as an MBA from INSEAD.

## FIRM PROFILE

Oliver Wyman is a leading global management consulting firm. With offices in 60 cities across 29 countries, Oliver Wyman combines deep industry knowledge with specialized expertise in strategy, operations, risk management, and organization transformation. The firm's 4,000+ professionals help clients optimize their business, improve their operations and risk profile, and accelerate their organizational performance to seize the most attractive opportunities. Oliver Wyman is a wholly owned subsidiary of Marsh & McLennan Companies [NYSE: MMC].

We combine our international expertise in strategic consultancy with deep local knowledge to assist our clients achieving their goals.

We are present in Iberia region, with offices in Madrid, Barcelona and Lisbon.

Our activity provides strategic consulting services in a variety of different areas: Financial Services, Telecommunications, Media & Technology; Energy; Automotive, Transports & Infrastructures, Retail & Consumer Goods, Digital, Operations and Analytic, Financial Advisory for Corporations, Effectiveness in Organizations and Pricing, Marketing and Sales.

We advise Public Institutions and private companies from multiple sector (finance, consumer goods, telecommunications, energy, ...), contributing actively in renovating and improving the present and future of different industries, the Spanish economy and our society.

Spain and Portugal are undergoing rapid changes and facing a unique set of complex issues and challenges. In this changing environment, Oliver Wyman has the crucial role of helping our clients to find new opportunities and forms of growth.

## OUR VALUES

We value exceptional people - people with intelligence, energy, passion, emotional sensitivity, and a commitment to excellence. We refuse to compromise by hiring those who do not meet our high standards. We believe that if we have common aspirations, a non-hierarchical environment based on respect, and no artificial barriers to advancement, then exceptional people will realize their potential.

## INDUSTRIES

We are committed to industry specialization because we know you don't have time for a learning curve. Here are the industries where we have world-class expertise.





# Henrik Ekelund

[www.grow.za.com](http://www.grow.za.com)

President & CEO of BTS Group AB

## ABOUT HENRIK EKEKUND

Henrik Ekelund is the founder of BTS and has been its CEO since its inception in 1986. Henrik Ekelund has comprehensive experience as a board member and owner of high-growth enterprises, including Jobline AB, Image Publications AB and Universum AB. Henrik Ekelund graduated in business administration at the Stockholm School of Economics.

## FIRM PROFILE

BTS is a global professional services firm headquartered in Stockholm, Sweden, with some 600 professionals in 32 offices located on six continents. We focus on the people side of strategy working with leaders at all levels to help them make better decisions, convert those decisions to actions and deliver results.

At our core, we believe people learn best by doing. For over 30 years, we've been designing fun, powerful experiences that have profound and lasting impact on people and their careers. We inspire new ways of thinking, build critical capabilities and unleash business success. It's strategy made personal.

In the early 1980s, Henrik Ekelund and three investors from one of Scandinavia's most prominent strategic consulting firms grew frustrated developing strategies for clients only to see them struggle with execution. The team sought tools to support the strategy implementation process and found an innovative new approach: business simulations. Their first implementation employed an off-the-shelf business simulation. They found that the client had good results and an enjoyable experience. Then, one of the client's division leaders requested a customized simulation to deal with a specific challenge facing the business.

What they discovered was . . .

The alignment and results from the customized simulation far exceeded the off-the-shelf experience.

This breakthrough led to the founding of BTS Group AB in

Stockholm, Sweden in 1986. At the time, its founders could only have imagined the reach this small firm would eventually have. Thirty years later, the firm has grown into a global organization serving 30 of the world's 100 largest companies and 60 of the Fortune 100.

What does BTS stand for? Serious sounding English company names were all the rage in Sweden in 1986. BTS originally stood for Business Training Systems. Over the years, we've kept our initials but moved far beyond training.

### Our Purpose

We inspire and equip people to do the best work of their lives, creating better businesses and a better world.

### Our Vision

Our vision is to be the global leader in turning strategy into action.

### Our Values

We seek to uphold six Core Values which make up our P.E.O.P.L.E. acronym. Our people live and embrace:

#### P-Positive Spirit and Fun

We believe that a "can do" attitude and humor enhance a successful business. We believe in looking at problems openly, and view them as opportunities. We strive to maintain a good spirit.

#### E-Honesty and Integrity.

We believe in being loyal to those who are not present. We believe in giving and receiving feedback constructively. We believe in treating people as equals and in respecting others' differences.






[www.meocon.ch](http://www.meocon.ch)

# Fabio Oro

Managing Director and Owner of Meocon GmbH

## ABOUT FABIO ORO

Fabio is father of three kids and lives with his family near Bern (CH). He loves to spend time with his family outdoors, playing ice hockey or running. He's passionate about working with people. And as an optimist and lifelong learner, Fabio always seeks opportunities to improve.

Fabio is Managing Director and founder of the Meocon Management Consultants boutique. He worked in various management positions in the Chemical and Pharmaceutical industry and has more than 20 years of industry experience. Before founding Meocon Management Consultants Fabio was Chief Operations Officer at Zimex Aviation Ltd. Glattbrugg, Switzerland, where he was responsible for the business operations mainly in Middle East & Africa.

Fabio is an expert in Strategy Development & Deployment, Process Improvement and Change Management and works primarily in the chemical and pharmaceutical industries as well as with leading technology companies.

He graduated as Chemical Engineering and holds an executive MBA from the University of St.Gallen.

## FIRM PROFILE

We are a management consulting boutique, with a focus in Strategy Development & Deployment, Business Transformation, Business Process Improvement, Operational Excellence and Change Management mainly in the Life Science & Health Care industries. As a management consulting boutique we create fast and lasting results for our clients through a custom-made and purpose driven approach. We acknowledge that people matter most in every change or optimization program. Therefore we believe, that integrating people as soon as possible into the change processes is best, so that real ownership and identification can be created right away.

People learn and understand best by doing. Therefore we believe in rapid prototyping, quick wins as well as fast learning iterations. In order to illustrate complex facts, we break down data and

figures into easy understandable models and visuals. This enables employees to understand the most important fact and figures and to grasp the situation immediately.

Our ultimate goal is to achieve a sustainable transformation and to create a learning organization that can help itself, no matter how furious the pace of change will be.

### Our Transformational Strategists

We come from a wide variety of backgrounds combining different professional experiences, cultural perspectives and personal interests. We are respected for our professional experiences and our broad industries knowledge.

We are inspired by challenges and we are constantly reviewing the way we look at things. We share a passion not only in analyzing facts and figure but also by working directly with people on the shop floor to make change happen, creating immediate and lasting value for our clients.

Our Transformational Strategists work at our clients' offices to experience their challenges and build true partnerships, from shop floor up to management.

### Meocon's principles

#### Systems over tools

Tools often mean very little apart from systems. So, why not start with the environment, the contexts, purpose and systems. From there we develop a tailored and focused approach. This avoids sub-optimal and (very often ruinous) management focus.

#### Compasses over maps

A map tells you where to go, but in a world of constant change, what if the continents shifted and you still found yourself using an old map? Instead, a compass helps to figure out where we are going even when the world around us is shifting.



**SAMSUNG**



One with  
**MUSIC**









# AMERICA

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[www.burniegroup.com](http://www.burniegroup.com)


# David Burnie

Founder and Principal of The Burnie Group

## ABOUT DAVID BURNIE

David founded The Burnie Group in 2011 to help organizations dramatically improve their operations. It has since become one of the fastest-growing management consulting firms in Canada. Prior to founding The Burnie Group David spent eight years at McKinsey & Company where he was a leader in McKinsey's North American Operations and Retail practices. He also served as Director of Marketing and Sales at Grocery Gateway.com and was an Account Executive at Proctor & Gamble.

David's experience includes: Corporate strategy, lean process redesign, performance management, post-merger integration, workforce management and leading transformational change. David has worked extensively in banking, insurance, telecommunications and retail in areas including back office, contact centre, branch/store operations and shared services.

David received his Master of Business Administration (MBA) at the London Business School, where he graduated with distinction, and earned his Honours Business Administration degree from the Richard Ivey School of Business at Western University with Dean's List honours. David is a supporter of the Fort York Food Bank, and an avid athlete. He was an All Canadian and Academic All Canadian while playing football for the National Championship winning Western Mustangs, and was later drafted by the CFL's Hamilton Tiger Cats.

## FIRM PROFILE

The Burnie Group helps clients improve their businesses through innovative strategy and the continuous pursuit of operations excellence. We apply rigorous analysis, world-class technology and top-tier expertise to invigorate your business.

### The Highest Calibre Consultants

Our practice leaders and consultants have decades of top-tier management consulting experience across a broad range of industries. We implement practical strategies to help transform your business performance.

### Quality and Affordable Rates

We use a flexible business model that enables us to deploy an experienced onsite team to meet the exact needs of our clients. This efficient team structure allows us to complete projects in less time and at a fraction of the cost of other top-tier management consulting firms.

### Your Guaranteed Results

The Burnie Group is experienced at rolling out large-scale transformations and delivering results quickly. We have extensive experience in successfully integrating strategy and operations solutions into our clients' businesses. We stand by our results and offer The Burnie Group guarantee – our fees are at risk until you're 100% satisfied.

### Our Mission

The Burnie Group combines management consulting insights with best-in-class technology solutions to transform the operations of our clients.

### Our Vision

#### Integrity

- Trust, and be trusted
- Be reliable and dependable
- Do what's right, not what's easy
- Respect others

#### Insights

- Listen hard
- Seek to understand
- Unleash our curiosity
- Ground ourselves in data & facts
- Communicate clearly & simply (less is more)

 **The Burnie Group**



**Avoid contact.**

Use the best kind of sensor  
for these times: good sense.





# David Poirier

## Founder and CEO of The Poirier Group

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### ABOUT DAVID POIRIER

David is a dynamic and visionary leader who developed a broad spectrum of expertise over the first half of his career. As a graduate Industrial Engineer of the University of Toronto, David rose quickly from the ranks of “Cash and Carry clerk” to Senior Vice President, Logistics, Planning and Systems at Loblaw Companies, the largest Grocer in Canada.

Changing gears, he joined Hudson’s Bay Company (HBC), the oldest retailer in North America. As Executive Vice President, he led technology and transformed the key loyalty, CRM, e-commerce business through the establishment of a key alliance with IBM, Oracle, Microsoft, Cisco, and Symbol technologies.

Following his retail adventures, he joined MDS (Health/Life Sciences industry) as President of Enterprise Services where he led a Shared Services Integration involving 3,000+ staff, and 50+ facilities across 28 countries combining business systems, HR, Facilities, IT, Finance, Legal and Marketing.

Next, David embarked on a 3-year international challenge as CEO of a large German ship building manufacturer spending half of each year in Europe, the Middle East, the South Pacific, and Asia, increasing the market and tripling the size of the company.

Throughout these experiences, David has developed a unique ability to see past the noise to the underlying issues that hinder progress and growth. Essential to any sustainable change is a solid organizational culture and alignment, and this is where David provides the greatest value – this is his strong suit.

Having sat on the other side of the desk for many years experiencing consulting solutions that had little to no sustainable benefit, David believed there was a better way. This drove him to his greatest challenge, venturing out of the corporate world to change the paradigm of ‘consulting’.

### FIRM PROFILE

David founded TPG to make a meaningful difference as a ‘values based’ boutique management consulting firm. David’s mantra “To serve the highest good for those with whom and which we

are connected” has been the foundation for TPG’s success. He built his practise, ensuring a good mix of seasoned Operators who brought real-world experience with the capability to figure out what to do, the practicality to understand how to do it, and the insight to create buy-in with each organization - the cornerstone to sustainable change. This collaborative approach has proven a successful recipe to driving a greater pace of change and higher value for TPG clients.

TPG’s rigorous hiring practise ensures the right skills, experience, values, and discipline that exemplify TPG’s four core values: Integrity, Learning, Service and Excellence. David is involved in every hiring decision and personally coaches each member of TPG to do their best work.

The TPG team created the ‘Purpose Beyond Profit’ initiative that allows individuals to dedicate a portion of their bench time to volunteer consulting expertise that benefits charitable organizations. Beyond creating operational efficiencies, TPG has helped to divert a greater percentage of funding from overhead to the actual causes.

Overarching all his successes, David holds great pride in the TPG family. The team has grown three-fold over the last five years, and it has been his pleasure to nurture and guide this growing business to deliver outstanding service resulting in numerous Awards such as ‘Canada’s Most Admired Corporate Culture’ by Waterstone Human Capital; and by Vault.com as a Top Consulting Firm in North America.

TPG has maintained an enviable record of 100% positive client referrals over 15 years serving Retail, Services, CPG, Supply Chain, E-Commerce, and Private Equity. For David, building trust with clients and delivering on this exemplary record is part and parcel of his mark to change the consulting experience.



www.wmc.ca



# Max Mollineaux

Director of WMC Western Management Consultants

## ABOUT MAX MOLLINEAUX

Max Mollineaux is a Director and Senior Consultant with WMC. His diverse practice revolves around working with clients to see and implement innovative solutions to business and organizational challenges.

His service areas include providing Human Resources and Talent Management Consulting to organizations including within Technology, Life Sciences and non-profit sectors. Max enables organizations to attract, utilize and retain their most valuable asset, their people. Clients benefit from accessing a senior HR leader who can advise on human resource challenges on an as required basis.

Max completes searches for Leadership, Human Resources, Corporate and Senior Technical & Scientific roles as well as implementing large scale hiring drives in growing organisations. He provides a full-service search practice that includes job design and documentation, training on interview techniques and legal issues and facilitating selection committees. Ensuring a comprehensive 'fit' for both client and candidates is key to the process. Additionally, Max utilizes his coaching skills to support to new hires after they are placed. His approach ensures that the right person is hired the first time resulting in faster times for candidates to reach productivity and better retention rates for clients. Max has successfully completed hundreds of searches across Canada, USA, Europe and Asia.

Max is a Royal Roads Certified Executive Coach who works with leaders who want to reach their full potential. Results include an increase in leadership capacity, improved employee engagement and improved business results. Max also works with teams to improve their effectiveness. By empowering teams to design their future and to create the required team behaviours to be successful, teams can optimize the way they work, become better enabled to deal with change and to execute on their goals.

Max partners with clients on a variety of organizational challenges. Working to deeply understand clients' requirements, Max enters

organizations to understand their strategic goals, to evaluate present challenges and to recommend creative solutions and strategies that will move the organization forward. This includes organization's structures, processes, service models and strategic plans. Organizations are able to overcome obstacles and operate in new ways, becoming more effective.

Max is customer-focused and views limitations as challenges to be overcome. His down-to-earth approach enables him to build productive and lasting relationships across diverse populations. He brings 20 years of combined experienced working in consulting and HR Leadership roles. He has worked and consulted in Tech, Biotech, First Nations, Healthcare, Government and Utilities in Canada and the US.

Max has completed a Post Graduate Certificate in Executive Coaching through Royal Roads University, Victoria, BC and a BA (Honours) in Human Resources Management, with a minor in French from De Montfort University, Leicester, England. He is a certified Myers Briggs Practitioner Level I & II.

## FIRM PROFILE

Western Management Consultants (WMC) is one of the longest standing and most respected Canadian names in management consulting. Independent and objective, WMC delivers lasting results across many practice areas in both the public and private sectors. We offer a wide range of management consulting services and our degree of repeat business and ongoing client relationships are due primarily to the quality of work delivered and the degree of client satisfaction from accomplished results.



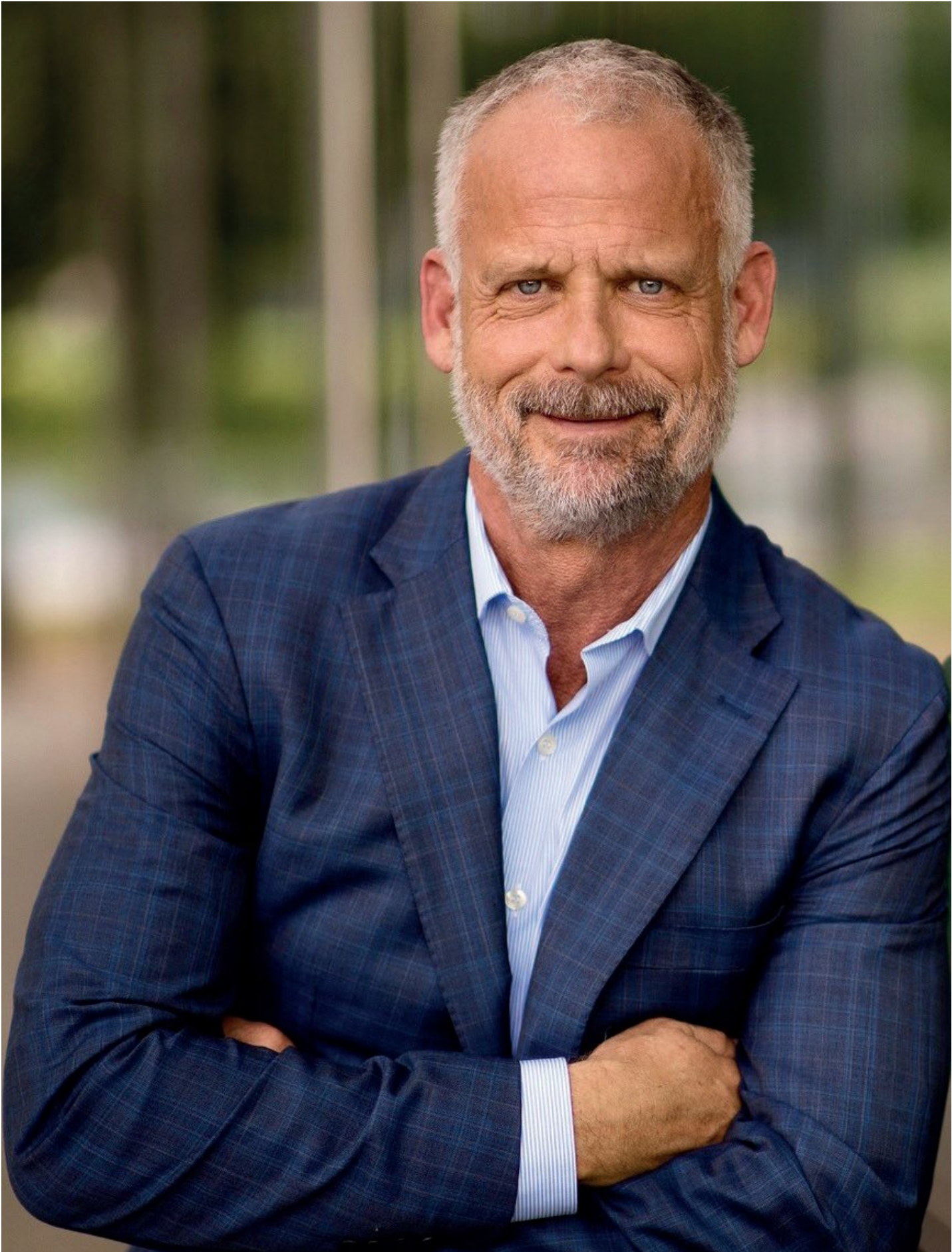




**Work  
at home.**

It's your  
safest way.





# Bill Koch

Executive Coach  
Koch Leadership Coaching

## ABOUT BILL KOCH

Bill Koch is an executive coach and advisor known for his rare combination of business acumen, CEO experience, and his impactful coaching that gets results for executive leaders and the organizations they serve.

Bill coaches with executive leaders in the Fortune 500, private enterprise, and academia. His primary objective is to inspire and guide high performers to become highly effective organizational leaders. Bill connects with executives experiencing the challenges of growth and organizational change.

For more than 25 years, Bill has served in the CEO role in leading organizations (public, private and PE backed businesses) including CEO of a Fortune 500 subsidiary. He has a hard-earned reputation for guiding businesses to peak performance, and he can relate with the challenges and levels of executive stress that go with the job. Bill is often characterized as “a coach who’s done the work.”

Utilizing powerful assessment instruments and interviews, Bill gets to the essential issues that deserve attention. By helping leaders see more clearly and honestly, Bill helps them pinpoint areas for focused attention so they may develop their ability to act decisively for maximum impact. The result is greatly enhanced leadership effectiveness and reputation for the client.

Bill connects with executives who have a desire for more performance in their business and more meaning in personal and professional life. He helps leaders discover and develop the key behaviors that will have the greatest positive impact in the client’s environment.

Bill coaches with methods and systems that lead to peak performance and balance. He specializes in C-Suite executives, C-Suite succession candidates, Boards, and High Potential individuals. He has extensive experience with successful on-boarding coaching engagements for clients new to organizations and newly-promoted executives.

### Clients include:

Apple, SpaceX, American Airlines, American Express, Toyota, Boeing, John Deere, BP, Shell, Abbott Labs, McKesson, MGM Resorts, Mars, Goldman Sachs, Nationwide Insurance, Aflac, Jacobs, Del Monte, CBRE, Christie’s.

Bill currently coaches and mentors executive leaders (primarily in the Fortune 500) and advises on board effectiveness. Bill serves in an innovative leader development program at the Doerr Institute for New Leaders at Rice University. He is a graduate of Southern Methodist University. He is an ICF-certified coach, a member of the Harvard Institute of Coaching, and serves on the Forbes® Coaches Council. He is also a Master Professional Board Director certified by the American College of Corporate Directors.

## Contact Details

Bill Koch

Executive Coach

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“*Bill is known as an accomplished CEO, and “a coach who’s done the work”.*”









# Janelle Moore

## Founder & CEO of Zen Federal LLC

### ABOUT JANELLE MOORE

Janelle B. Moore is the founder and Chief Executive Officer (CEO) of Zen Federal LLC., a boutique management consultancy based in Green Key, Florida and co-located in Washington, D.C. USA.

Janelle started her firm 18 years ago after a role as Senior Associate with Booz|Allen|Hamilton Inc. She launched the firm with just two small clients, envisioning an approach distinctly different from the conservative "Big Five Consulting Firm" structure. She combined her talents in business development, marketing, education and service delivery to create flexible, expansive and diverse opportunities predominantly for underserved minority, small and veteran-owned businesses. Her vision led to the growth and successful sale of the company holdings in a Merger and Acquisition in 2019. Janelle strategically pivoted Zen Federal away from the core services of instructor-led training and conference education models, seeing the fresh opportunity to redesign and launch #FEDucation via social media content production. Janelle's goal is to create content-as-a-service not previously affordable, available and accessible outside the DC Beltway.

Janelle's professional background includes 25 years of experience in small corporate and non-profit management, public relations, federal business development, and all factors related to solution conceptualization, development, sales, and marketing in addition to her federal contracting practice. Her business experience includes the development and launching of brands and business channels for clients across the federal government and contractor market segments.

She is Co-Author of the Capital Planning and Investment Control (CPIC) Guidebook and five publications in the Rowan & Littlefield Publishing's Military Life Series.

As a Senior Instructor and expert in post graduate topics, Janelle's teaching portfolio includes finance, Enterprise Architecture (EA), project/ portfolio management, CPIC, business development, trade show, marketing and governance disciplines. Janelle enjoyed coaching, mentoring and educating junior and mid-level candidates via the former CPIC Forum's Candidates to Analysts Initiative (C2AI). She teaches across the federal enterprise; prestigious engagements have included National Aeronautics and Space Administration (NASA), the Department of Veterans Affairs (VA), the Centers for Disease Control and Prevention (CDC), the Department of Treasury, and the Federal Reserve Bank (FRB).

Media Appearances include national interviews with Sirius XM radio and magazines.

Janelle has earned a Masters of Science in Information Management (MSIM) from Syracuse University (SU), a Masters in both Information Assurance and Chief Information Officer (CIO) studies from National Defense University (NDU) Information Resources Management College (IRMC), and two CIO certificates from NDU and General Services Administration (GSA). She earned her Bachelor of Arts (BA) from East Carolina University (ECU) in Business Administration and Philosophy. She is certified in Governance, Risk and Compliance (GRC) for Information Technology (IT), Enterprise Governance of IT (CGEIT) as well as a Capital Planning Professional and professional instructor (CPP, CPP-I).

### FIRM PROFILE

Since 2014, Zen Federal, LLC (zenfederal.com) has been a boutique consultancy registered as an Economically Disadvantaged Woman-Owned Small Business (EDWOSB) based in Green Key, Florida, specializing in federal contracting services with the US federal government market. Our CEO, Janelle Moore,

has built her reputation as a strategic solution provider by personally designing and creating unique pathways to success for clients by creatively customizing approaches for each company's unique performance gaps or challenges.

Janelle has leveraged her expertise, education, qualifications, and network of experts to cultivate and enhance federal business development, strategy, portfolio management, governance, capital planning, solutions architecture, policy, and related C-suite capabilities for companies seeking to grow their US-based federal contracting footprint. Zen Federal now offers the complement of niche professional training, social media marketing, recruitment and referral services specifically in these core areas of expertise.

**Zen Federal announces the launch of affordable, on-line micro-learning courses covering the fundamentals for federal project and program management!** For individuals, this affordable education offers a pathway to fulfill the increasing demand for these federally mandated, Information Technology based, well-paid, specialist and analyst positions including governance, capital planning, budget, and Technology Business Management (TBM) vacancies within the federal government or federal contracting companies. For hiring managers, Zen Federal provides bundled course options for onboarding and continuing education for organizations. Offerings are available through interactive, robust, and versatile mobile platforms available through your preferred app store.

Content for our new platforms begins launching in early 2021. Janelle Moore applies her vast experience via the #FEDucation series: beginning with project, program and portfolio management topics, IT Capital Planning and Investment Control (CPIC), Federal Information Technology Acquisition Reform Act (FITARA) compliance, TBM, and Capital Programming.

Zen Federal is now accepting new students, new #FEDucation contributors and client consulting engagements. Get started on a new career, train up your new-hires, or request consulting services, by visiting zenfederal.com.

### Contact Details

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# ASIA

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[www.mckinsey.com](http://www.mckinsey.com)

# Jonathan Woetzel

MGI Director and Senior Partner  
McKinsey & Company

## ABOUT JONATHAN WOETZEL

Based in China since 1985, Dr. Jonathan Woetzel has been instrumental in building McKinsey's China office. In addition to his work helping Chinese and other Asian businesses prepare for global growth, Jonathan is a director of the McKinsey Global Institute (MGI), McKinsey's business and economics research arm. He also leads McKinsey's Cities Special Initiative and is responsible for convening McKinsey's work with city, regional, and national authorities in more than 40 geographies around the world. He is a co-chair of the not-for-profit think tank, the Urban China Initiative—a joint venture of Tsinghua University and McKinsey—that aims to develop and implement solutions to China's urbanization challenges.

Jonathan has led numerous research efforts on global economic trends, including growth and productivity, urbanization, affordable housing, energy and sustainability, e-commerce, and the economic impact of the Internet, as well as on productivity growth and economic development in China and Asia.

Jonathan's public sector work is extensive. He has advised national governments in Asia on improving the environment for foreign investors, national energy policy, and economic development strategies. He also leads work with local government authorities, having conducted more than 60 projects throughout China to support local economic development and transformation. This includes working extensively in real estate—specifically, on commercial revitalization—and advising on energy investment strategies and energy productivity and transparency, among other issues.

Jonathan works in the private sector as well, most often on issues related to corporate strategy, operations, and organization. He has served clients in industries such as energy, metals and mining, health care, telecommunications, and transportation and supported the largest company in China in a fundamental restructuring that led to the then-largest foreign listing on the New York Stock Exchange.

Jonathan actively participates in a number of international forums and lectures at the Guanghua School of Business and the China-Europe International Business School, and is also an honorary lecturer at Jiaotong University's Antai Business School.

Published widely in both Chinese and international publications, Jonathan has written five books on China, including *Capitalist China: Strategies for a Revolutionized Economy* (Wiley & Sons, 2003), *Operation China: From Strategy to Execution* (Harvard Business Press, 2007), and *One Hour China* (Towson Press, 2013). He has also coauthored, with Richard Dobbs and James Manyika, *No Ordinary Disruption: The Four Global Forces Breaking All the Trends* (PublicAffairs, May 2015).

A US citizen, Jonathan is proficient in German, Mandarin, and Spanish.

## FIRM PROFILE

We help organizations across the private, public, and social sectors create the Change that Matters most to them. From the C-suite to the front line, we partner with our clients to transform their organizations, embed technology into everything they do, and build enduring capabilities.

With exceptional people in 65 countries, we combine global expertise and local insight to help you turn your ambitious goals into reality.

Working at the heart of the world's second largest economy, we help clients in both the private and public sectors tackle their biggest challenges, identify new opportunities for expansion and value creation, and apply technologies and solutions that create enduring competitive advantage. Our more than 700 partners, consultants, and research analysts serve privately-owned firms, state-owned enterprises, and multinational companies from across 6 locations: Beijing, Shanghai, Shenzhen, Hong Kong, Chengdu, and Taipei. They are supported by more than 300 professional staff.

**McKinsey  
& Company**



# Deepak Sharma

Director and co-founder of Kanvic

[www.kanvic.com](http://www.kanvic.com)

## ABOUT DEEPAK SHARMA

Deepak is director and co-founder of Kanvic Consulting. He is based in Delhi NCR from where he leads the firm and our ground-breaking work in strategy and leadership.

Deepak brings over twenty years of international experience in industry and consulting. Before founding Kanvic he worked with leading global companies in London and Mumbai on their top strategic issues.

Deepak's advice has been sought by Fortune 500 companies and leading family-owned businesses. He is a widely published thought leader and acclaimed public speaker on strategy.

Deepak holds an MBA from Cranfield School of Management, U.K. with majors in strategy and a bachelor's degree in Mechanical Engineering from Jai Narain Vyas University, India.

## FIRM PROFILE

We are a pioneering management consulting firm, collaborating with visionary leaders to create adaptive strategies for today's complex and uncertain world.

We believe that the quality of our advice is rooted in the diversity of our people, their commitment to your success, and their passion for overcoming your toughest challenges.

When you work with our people you aren't just working with highly skilled consultants, you're also collaborating with owners and entrepreneurs, whose long-term professional progress is intimately linked to your business success.

Our wider view of talent brings a diversity of backgrounds, experiences and perspectives to our teams, helping foster a culture of critical thinking and discussion. So you can rest assured that our strategic recommendations have been tested from every angle. Our international team brings experience from markets, businesses and leading universities around the world. Combining a global perspective with our deep India expertise.

Where we work

We provide strategic expertise where it matters most.

We provide expert advice to C-level executives - at industry leaders and emerging challengers - on strategy, marketing, transformation and digital. Our consultants address their toughest strategic issues, whether it's accelerating growth, entering a new market, improving profitability, or dealing with digital disruption.

How we help

We give you a whole new perspective.

Our unique and proven approach to problem-solving addresses your most difficult challenges from three distinct angles. As a result, our strategies are future-oriented, market tested and built to create lasting advantage for your business.

- We look at the big picture

We rise above the smoke of your day-to-day business battles to gain a better vantage point. From this higher perspective, we are able to see the full picture of your situation.

- We go to the battlefield

Solving complex problems requires the highest quality of information. Our consultants walk the factory floor, visit shopping malls, and scan online forums to gain unfiltered insights from your customers, your competitors, and your people.

- We dive deeper

We go to the root of your issues to develop solutions that deliver longer-lasting results. We do this by asking why, and not stopping until we reveal the deep underlying causes. We combine this questioning mindset with the application of new technologies like machine learning, to conduct advanced analytics that uncovers new insights.

**kanvic**



[www.professconsulting.com](http://www.professconsulting.com)


# Mohd Adam Mohd Said

Group Chief Executive Officer of Profess Consulting Group

## ABOUT MOHD ADAM MOHD SAID

Mohd Adam Mohd Said is the Group Chief Executive Officer as well as the Principal Consultant for Profess Consulting Group

He holds an MBA, majoring in Human Resource Development from the University of Hull, United Kingdom. His areas of specialisation include Strategic Management, Change Management, Business Process Reengineering, Human Resource Management, Organisational Development and Quality Customer Service.

Amongst Mohd Adam's major achievements under the Group includes the development of HR Management Information System (HRMIS) for the Government of Malaysia and the training of more than 10,000 unemployed graduates under the national undergraduate unemployment programme. As a Principal Consultant of the Group, Mohd Adam has also led many key assignments including the Formulation of Social Development Intervention Strategy for Regional Development on behalf of a leading GLIC, Organisational Restructuring for Migration to Licensing for Indah Water Konsortium, Formulation of Strategic Plan for Perbadanan Putrajaya, and also Organisational Climate Study and Intervention for Tenaga Nasional Berhad and many others.

## FIRM PROFILE

Profess Consulting Group first established itself in 1988 as a firm providing Training and HR consulting services. The firm then grew and established itself as a synergistic group of consulting firms providing integrated solutions in the areas of Management, Human Resource, Technology and Technical solutions and services.

Our core values are what binds us together as a team. The values underlie our work, how we interact with each other, and which strategies we employ in our course to achieve our mission to help create tangible and sustainable impact for our clients, our people and the community!

Our dedicated consultants and staff are supported by strategic alliances with world class organisations such as Microsoft, EMC, Lumesse, Multimedia Development Corporation & E-Profiles International, enabling us to position ourselves at the forefront of the respective industries that we serve.

### Our Values

Our core values are what binds us together as a team. The values underlie our work, how we interact with each other, and which strategies we employ in our course to achieve our mission to help create tangible and sustainable impact for our clients, our people and the community!

- Stewardship
- God Conscious
- Innovate
- Customer Focus
- Synergy

### Our Group

#### IRSHAD HR CONSULTING SDN BHD

Established since 1988, Irshad is a Human Resource consulting firm that assists organisations to achieve their corporate visions and objectives through integrated, strategic and solution-oriented HR consulting services

In the context of training and development, Irshad provides both customised in-house training and public programmes for managerial, executive as well as supervisory and clerical staff

#### SAGECONSULTING SDN BHD

Sageconsulting's mission is to help create tangible and sustainable impact for its clients, people and community. Formerly the business consulting team of Irshad Consulting, the firm commenced operations as a separate entity in 2005





**TO MAKE THE EARTH  
CLEANER, WE THOUGHT  
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Lavazza joined KLM's Corporate Programme for the development of **sustainable biofuel** and **the reduction of CO2 emissions**. A concrete commitment to make the Earth cleaner. Starting from the sky.

**LAVAZZA**  
TORINO, ITALIA, 1895









# Basma El-Zein

## Contact Details

Basma El-Zein

E: basma@ieee.org

W: www.ubt.edu.sa

## Director General, Governance and Sustainability Center University of Business and Technology

### ABOUT BASMA EL-ZEIN

Chief Basma El Zein is an outstanding professional, mentor, researcher, consultant and professor. For several years, she was among the most visible proponents in developing academic institutions, colleges and research organisations in Saudi Arabia - specifically in higher education.

She is currently Director-General of the Governance and Sustainability Centre, where she reports directly to the Chairman of the board of trustees, at the University of Business and Technology. With an experience of more than 22 years in academic and research institutions, Basma has held different positions, from academic, research and consultancy perspectives. She recently conducted her own scientific research and before that, was a research scientist at the King Abdullah University for Science and Technology, as well as an associate researcher at the Institute of Electronics, Microelectronics and Nanotechnology (IEMN) in France.

Basma has a PhD in Nanotechnology and a Master's degree in Electrical and Electronics Engineering. Her research interest is currently focussed on Energy Conversion and Energy Storage. The main objective of her research is to develop an eco-green Solar Cell with high efficiency and long durability. In addition, Basma is exploring new materials such as kesterite, perovskite, and protein to be used as a light absorber for Solid State Sensitized Solar Cells. She's also exploring Printed Metal Oxide Batteries and has written extensively on the topic. She has one filed patent related to materials for solar cells.

Basma is a grand Judge at Intel ISEF-USA, an examiner at KACST, and a renowned guest speaker at many international conferences on renewable energy and nanotechnology. During her previous roles, she has supervised many PhD students and around 250 projects (as final year projects at the bachelor and master level and as development and strategical projects). She is a reviewer for many international, peer-reviewed journals, the chair or co-chair of committees at many different international conferences. She is also a member of many international associations. From a community service perspective, Basma is the Vice President of the Global Council for Tolerance and Peace for Scientific and Academic Affairs.

### What have you been working on over the past 12 months?

During my years of experience, I distinguished myself with my ongoing, big research projects and my commitment to development. In addition to research, I founded and established the Governance and Sustainability Centre and the research deanship.

During the last 12 months, I worked on restructuring the university and specifying the responsibilities, duties and authorities of its top management, supporting the strategic plan of the university.

### What excites you about the work you do?

My diversified knowledge in various scientific streams, coupled with 22 years of experience has empowered me with leadership skills, where I am excelling in teaching, management, strategic planning

and development, research, and community service. I am playing a leadership and changemaker role by demonstrating my skills through working on new topics and developing new strategies in order to make a difference in the world.

I have developed the research strategy and the new academic programs, as well as many creative programs for entrepreneurship, technology transfer and economic development. I have established international relations with many international universities and industries and have developed many curricula and academic programs to international standards, always empowering women along the way.

In all of my work, I also take into consideration the community, doing my best to contribute to the economic development of the kingdom.

### What do you hope to accomplish in the future?

I am a change-maker and I always leave my fingerprint wherever I go. I still have some objectives that I want to meet, including holding a senior position at an international association or organisation where I can contribute not just to people around me but also to the whole world. I also hope to one day win a Nobel Prize!

### What does this award mean to you?

This award means a lot to me, recognising my achievements and my contribution - and it pushes me to work more, contribute more and serve more.



# Henry Tan

Co-founder & Founder

**Nexia TS**  
Listening. Thinking. Growing. Asia.

Associated with

**Smith & Williamson**

## Contact Details

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## ABOUT HENRY TAN

Henry Tan is the co-founder and Group CEO & Chief Innovation Officer of Nexia TS Pte Ltd. He began his career with one of the Big Four audit firms after graduating from the National University of Singapore with a First-Class Honours degree in Accountancy.

He later moved on to set up his own accounting firm with another business partner, Sitoh Yih Pin, who had the same vision and saw the opportunity to carve a niche in the market.

Henry has received numerous accolades for his outstanding work as a leader and entrepreneur where he received the Spirit of Enterprise Award in 2004 and more recently conferred the Nanyang Alumni Achievement Award by Nanyang Technological University. Henry is a Council Member of the Institute of Singapore Chartered Accountants, and Fellow of the Insolvency Practitioners Association of Singapore, Chartered Accountants in Australia and New Zealand, Australia CPA and the Singapore Institute of Directors. He is an Accredited Tax Advisor (Income Tax) of Singapore Institute of Accredited Tax Professionals Limited and a Member of the Institute of Internal Auditors. He is also on the Council of Institute of Valuers & Appraisals Singapore and formerly served in entrepreneurial organisations as Chairman, President of Spirit of Enterprise and Executive Committee of Singapore Fintech Association.

With strategic foresight, Henry has not only expanded the firm's footprints into the regional Asia but also added new businesses such as Business Digitisation and Transformation to complement traditional Assurance and Accounting services. Nexia TS has grown steadily and is now ranked among the top ten largest accounting firms in Singapore. The firm was conferred various prominent awards under his leadership, the Singapore 1000 Awards 2020, the Dun & Bradstreet Business Eminence Awards 2019, and the Innovation Award (Large Practice Category) under the Singapore Accountancy Awards 2016.

As an early pioneer consultant, Henry continues to bring in Chinese companies to list on the Singapore Exchange. His interest in entrepreneurship make him a good advisor to family owned business patriarchy as he understands their hearts and minds. Those who worked with Henry retained him on the board. His board directorship included these companies: AREiT, Raffles Education, Chosen, Pertama (Harvey Norman), YHI, BH Global, Asia Vet, Dyna-Mac and China Newtown.

Realising the importance of corporate citizenship, Henry also firmly believes in paying forward by offering both internship and full-time employment opportunities, and monetary support to set up the Nexia TS Public Accounting Corporation Scholarship and the

Entrepreneurs' Organisation Bursary Fund, to the financially-needy accountancy graduates. He sees this as a way of encouraging growth of the accountancy profession and aid aspiring students to achieve their career goals.

Besides as the Chairman of the Nanyang Business School Dean's Alumni Advisory Board, he is very involved advising the dean and other senior management on the School's strategic direction.

## FIRM PROFILE

Established in 1993 and a member firm of Nexia International, Nexia TS offers a full suite of professional services ranging from Assurance, Tax Advisory, Corporate Governance, Internal Audit, Valuation Advisory, M&A Advisory to Corporate Recovery and Forensic Investigation. Our reputation is built on technical competence, personalised approach, proactive client servicing and a commitment to unwavering integrity and professionalism.

Twenty-eight years on and quality remains the hallmark of Nexia TS. Our clientele comprises public-listed Groups, local SMEs, multi-national corporations and non-profit organisations, which operate in Singapore and the Asia Pacific regions.

To-date, the firm has assisted a total of 38 IPO listings in the capacity of Reporting Accountant and Consultancy roles, and achieved a consistent IPO track record in the past 5 years. We have served over 90 listed companies in the areas of external audit, internal audit and advisory.

Led by a young and dynamic team of directors and more than 200 professional staffs in Singapore, Shanghai, Iskandar Malaysia and Yangon offices, Nexia TS offers seamless solutions when it comes to managing cross-border business issues. As part of the Nexia International network, we are affiliated to accounting firms in more than 122 countries and supported by over 32,000 staff for international assignments.

Nexia TS is also associated with Smith & Williamson, a leading financial services firm and one of the top ten largest firms of accountants in the UK, with 12 offices in the UK, Ireland and Jersey, providing an extensive network to better serve our clients looking into global expansion.

Our desire for quality has been recognised by clients and the accounting profession. As testimony to this, we are one of the first local accounting firms to be accredited by the Chartered Accountants in Australia and New Zealand and Institute of Chartered Accountants in England & Wales to provide the supervision of professionals undergoing traineeship to qualify as Chartered Accountants.



# Ahmad Kabra

www.ventures-me.com

CEO & Partner of Ventures Middle East

## ABOUT AHMAD KABRA

Ahmad Kabra is the founder of Ventures Middle East and he serves as the acting Managing Partner and Chief Executive Officer for the firm. He also leads Ventures Healthcare a 100% subsidiary of the Ventures Middle East. Under his leadership the firm has grown significantly. He has been instrumental in establishing, nurturing and growing the business to a medium size company in the following service lines, namely, risk management compliance, advisory services, consumer market research including tracking construction data and projects.

Ahmad Kabra has over two decades of experience in the management consulting and research. He is an Advisor for the Board Members of Abu Dhabi Chamber of Commerce and has accompanied several UAE delegations in trade events locally and internationally. He has been honoured as an External Assessor for Sheikh Khalifa Industrial Award. He is responsible for day-to-day operations including helping to implement the company's long term objectives and strategy for growth.

Ahmad Kabra attended his education in the United States and holds a BSc in Chemical Engineering and a Master in Business Administration.

## FIRM PROFILE

Established in 2002, Ventures Middle East (VME) is an international management consulting company providing strategic business advisory services across the GCC and the wider MENA region. Since inception, our multinational executive leadership team empowers clients with access to an established business network, market insights and the competitive edge necessary for success. We cover all sectors and industries and provide unparalleled customized analysis and superior strategic insights.

### Our Values

Assist Growth with Heart and Balance: We exist as an organization to make a contribution to the industries in which we operate and

to society.

Create Value: We aim to provide added value to our customers and to improve the lives of our employees.

Work with Passion: In addition to honesty, integrity and ethics in all aspects of our business, we are passionate about making a measurable impact in all of what we do

Continual Improvement: We strive for constant improvement. The improvement of our ideas, the quality of our work, and our clients' satisfaction, while working with commitment and enthusiasm to deliver sustainable results

Empathy and Respect: We insist on fully understanding our clients and their needs with respect and concern for their goals.

### What We Do

#### Advisory Services

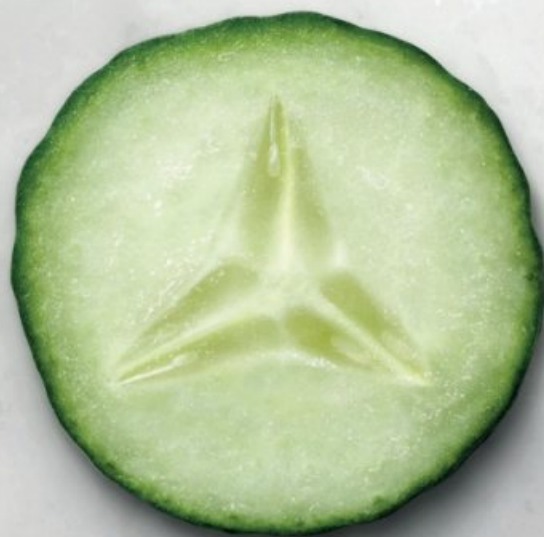
Ventures Middle East provides management consulting and business advisory services to companies globally. Our expert consultants focus on identifying the needs and requirements of our clients and develop strategies that achieve and sustain a competitive advantage in the marketplace. Advisory services department has more than 10 years of experience in handling consulting assignments for various government entities, investment firms, local business houses and venture capitalists in the region.

#### Market Research

The Market Research Division provides an extensive array of comprehensive qualitative and quantitative research services for organizations in a wide variety of industries and sectors. Our Market Research division has one of the largest independent field-forces in the UAE with over 200 interviewers and different profiles of mystery shoppers who operate in the UAE, GCC and wider MENA region.

**VENTURES**  
MIDDLE EAST





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# Mini Madhavan

www.affilityconsulting.com

Partner-Risk & Management Consulting  
Affility Management Consulting

## ABOUT MINI MADHAVEN

Mini brings with her over 10 years of experience in Statutory & Internal Audit, Assurance and Financial Reporting. Being a Fellow of the Association of Chartered Certified Accountants (FCCA) and an Ex- Ernst & Young, she is well-versed with the accounting and assurance policies and procedures across major industries and sectors from SME's to Large Multinationals and Public Listed Companies based in the UAE. She has been involved in Financial Reporting & Consolidation (IFRS & SOX reporting) for varied organizations which also includes prominent family run businesses, insurance companies, banks and financial institutions, real estate developers, construction and manufacturing companies in the region amongst many others.

## FIRM PROFILE

With business landscapes rapidly changing, the future is full of surprises which demand strategic realignment of priorities; be it performance improvement, risk mitigation, innovation, or better management of resources and technologies. Hence, the need of a Business Advisory Partner for strategic planning and handholding for sustainable growth is very vital. Affility is a Comprehensive Advisory Services Firm assisting clients locally & globally with IT, Risk and Management Consulting Solutions. Established in the year 2017 by a group of likeminded professionals from various sectors of the consulting practice, Affility has more than 60 man-years of consulting experience to its credit through its qualified and experienced professionals. At Affility, we look at every Advisory need with utmost diligence focusing on the solution from a "Third – Man's" perspective. This unique way of approach lets us think "out of the box" and clearly define our work process in every engagement we undertake. We provide tailored recommendations for better decision making, performance improvement strategies, financial transformation, risk management and sustainable growth.

### MISSION

Affility strives to deliver holistic solutions by achieving and maintaining client satisfaction through professional integrity and mutual trust by conforming to industry's best practices while

practicing continuous process and professional development.

### VISION

Our Vision is to be renowned as Consultants with a Unique and Customized "Out of the Box" approach for every business requirement and to spread our expertise in other fields of consulting too.

### Our Solutions

Affility's core expertise lies in the three most critical and crucial elements of an organization's operations – Technology, Risk and Advisory

Our co-founders alone boast over 25 years of combined experience in the fields of Information Technology, Finance, Statutory & Internal Audit, Assurance, FinTech, Risk Management and Financial Reporting, which ensures that our solutions go through a stringent quality control process internally, before we present it to our clients. Our teams of consultants and advisors are selected after a careful evaluation process to ensure that we bring you the best in terms of skills and experience.

Our consortium of clients includes prominent family-run businesses in the local region, insurance companies, real estate developers, construction, retail trading and services, healthcare, education, and manufacturing companies.

### TECHNOLOGY

As technology evolves steadfastly, so should your business. In the sphere of technological advancements, opportunities come and go at the speed of lightning. Businesses who have grasped such opportunities have soared at great heights, whereas some businesses who missed such openings have struggled to stay afloat. At Affility, we can help you make optimum use of the technological solutions out there at the right time to enhance your business processes and ensure maximum profitability.





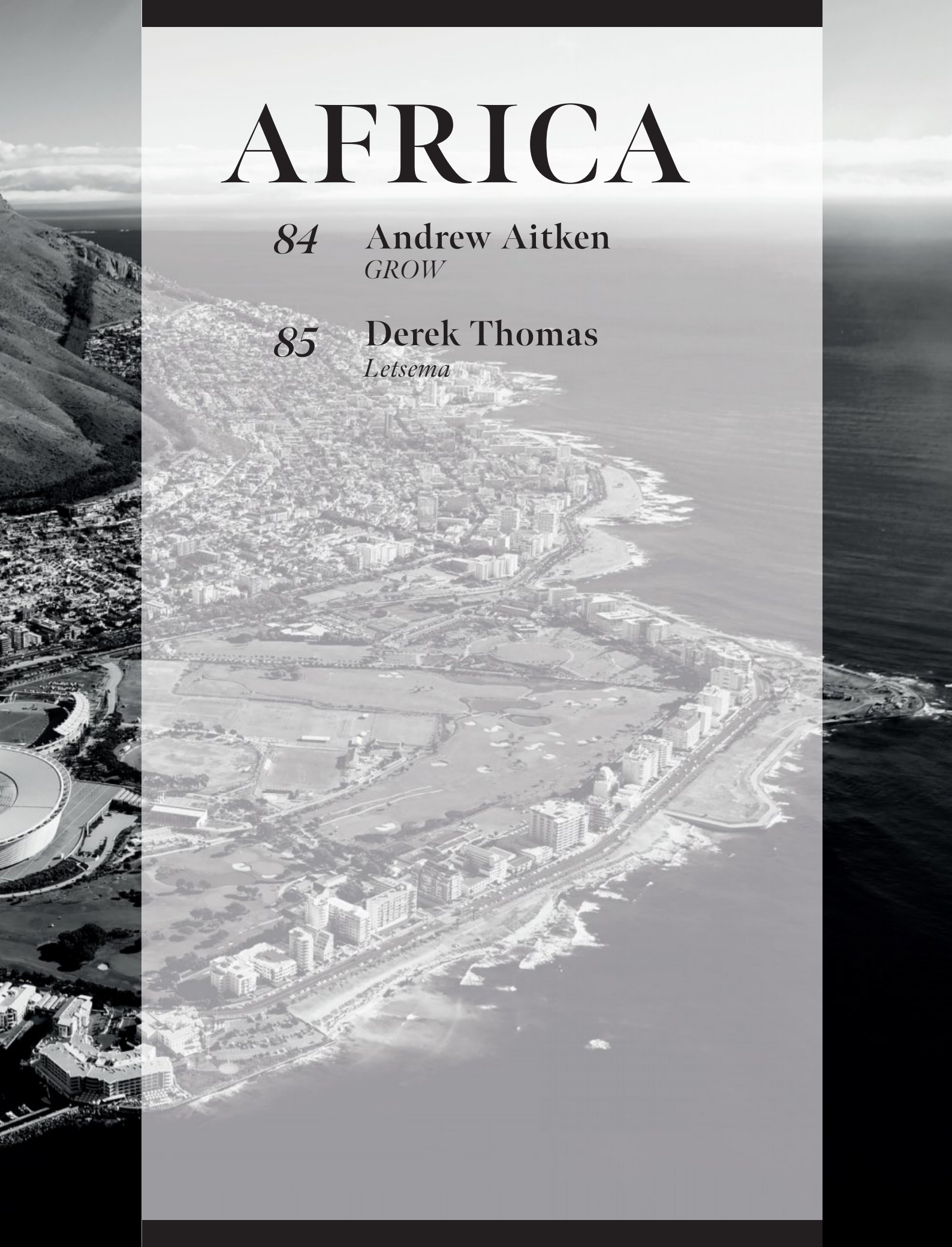




# AFRICA

84 Andrew Aitken  
*GROW*

85 Derek Thomas  
*Letsema*





# Andrew Aitken

[www.grow.za.com](http://www.grow.za.com)

CEO of GROW

## ABOUT ANDREW AITKEN

Andrew has witnessed first-hand the power of entrepreneurship through his own businesses. He has successfully built and sold two businesses and is now going for the third. As a business owner who has successfully navigated the ever-changing tech industry landscape, Andrew is no stranger to managing change and growth. In his role as CEO of GROW, Andrew puts energy behind ensuring that GROW lives out its purpose of unlocking potential in the business, teams, and people we coach. Andrew strongly subscribes to GROW's core values, including that "we practice what we coach", which means that he ensures GROW continues to scale as a business while helping founders and entrepreneurs to do the same with their businesses. Andrew is passionate about GROW's value of "empowering each other to do what it takes". He loves seeing GROW's coaches successfully building their coaching practices within the GROW environment while consistently delivering exceptional results to clients.

In addition to the hats Andrew wears, he is also a proud mentor to Endeavor entrepreneurs – a leading supporter of high-impact entrepreneurs around the world.

Andrew stays directly in touch with the intricacies and nuances of coaching growth businesses. He actively coaches the CEO's and leadership teams of some of SA's exciting fast-growth businesses including Skynamo (US\$30M VC funding to expand into the US and UK), Cardinal (SA's largest Insurance Platform provider) and StructureIt (operations in Jhb, CT, Mauritius, New Zealand, UK and US, looking to expand into the US), to name just a few.

Before joining GROW, Andrew held the position of Executive Head of the Cloud Division at Internet Solutions (now Dimension Data) where he was instrumental in leading the division to achieve its profit targets. Prior to this, Andrew spent 10 years building, merging, and selling his own successful company, Antfarm, a leading mediatech company before selling the business to Dimension Data.

## FIRM PROFILE

The GROW coaches use their expertise to guide and support business leaders in scaling and growing effectively while ensuring that the core purpose, values and vision remains intact while build a winning team.

We are a group of passionate, growth hungry and results driven coaches who help hundreds of business leaders and their teams leverage their strengths and tap into their potential for further success. Our focus is to grow businesses, people and profits.

Our own winning formula for building successful businesses is based on deep research, practical application and validated coaching and business growth methodologies. Our team of expert coaches have on-the-ground experience working with business leaders and management teams. We use our experience running and managing businesses, industry knowledge, and relationship skills to guide and support business leaders in the face of political, economical, sociological, technological, legal and environmental changes.

We have the capability and know-how to help entrepreneurs and their teams set direction in their business by clearly defining and encouraging them to live their purpose and values that, in turn, provides the foundation for creating a business strategy that works. We then build a winning team that can deliver on operational excellence to achieve the key objectives of the strategy with the key focus being on bettering people's way of work and consequently their livelihoods.

And for us, this means helping business leaders and their teams discover their own path to achieve personal and business ambitions, while finding ways of enjoying life more.





# Derek Thomas

CEO of Letsema

letsema.co.za

## ABOUT DEREK THOMAS

Derek Thomas is Letsema's CEO and joined the Group in 1996. Letsema is a collaborative partnership, now in its third decade, between Derek and Isaac Shongwe, the Group's Founder and Chairman.

From a teaching family, Derek was infused with a passion for learning that led him to the University of the Witwatersrand and the University of London. Derek is an experienced manager, consultant, strategist and has served on multiple boards as a director and chairman, including two publicly listed companies (Transpaco; Emira). An innately curious person with a deep love for learning, Derek strives to lead Letsema with integrity and a long-term pursuit of excellence. Derek is a Fellow of the Fourth Class of the Africa Leadership Initiative and an AGLN moderator. He also designed and moderated an ethical leadership programme for young Africans, aged 25 to 35, in South Africa.

## FIRM PROFILE

Since 1996, Letsema has become a trusted consulting partner for public and private sector organisations across a range of industries and sectors. Our highly skilled and diverse teams apply their collective expertise to tackle complex problems and develop original, effective solutions.

The word "Letsema" is of Sotho origin, meaning people coming together to work for a common purpose. This sense of collective effort towards a shared vision is our underlying philosophy.

We believe business can be a catalyst for positive social change.

more efficient and rewarding for their employees, external partners and customers.

### PHILOSOPHY & FOUNDING PRINCIPLES

It is our duty to give back to society through our shared intellect and values.

Business needs thriving societies and communities to succeed.

Letsema's philosophy is centred on enabling a better society for all and Letsema's sense of collective effort towards a shared vision. Each leg of our business reinforces the other; setting them apart, making them strong.

Through the projects our Foundation supports, the companies we invest in and the businesses we consult for, Letsema seeks to influence positive change in society because we believe business is a catalyst for social change. As society has given to us, it is our duty to give back to society through our shared intellect and values.

### OUR FUTURE. NOW.

Our Future. Now places Letsema as an example of the society we aspire to live in, and a partner for building a better future. Our Future. Now. ties together the ideas laid out by The Drum, Consulting, Investments and Foundation, while being a values-driven, business and living these values. These values are not just for the future but for now, where working together in a connected, collaborative way can build the society we need today and for tomorrow.

Our consultancy provides specialist services across the value chain, helping companies set direction, accelerate their journey and ensure sustainability

Letsema Consulting was established in 1996. Over the next 20-plus years, it has developed a deep well of trusted experience across different industries in the private and public sector. The embodiment of its name, Letsema Consulting brings highly skilled, diverse people together to solve the questions posed to it. We believe diversity drives optimal partnerships, innovative thinking and sustainable impact.



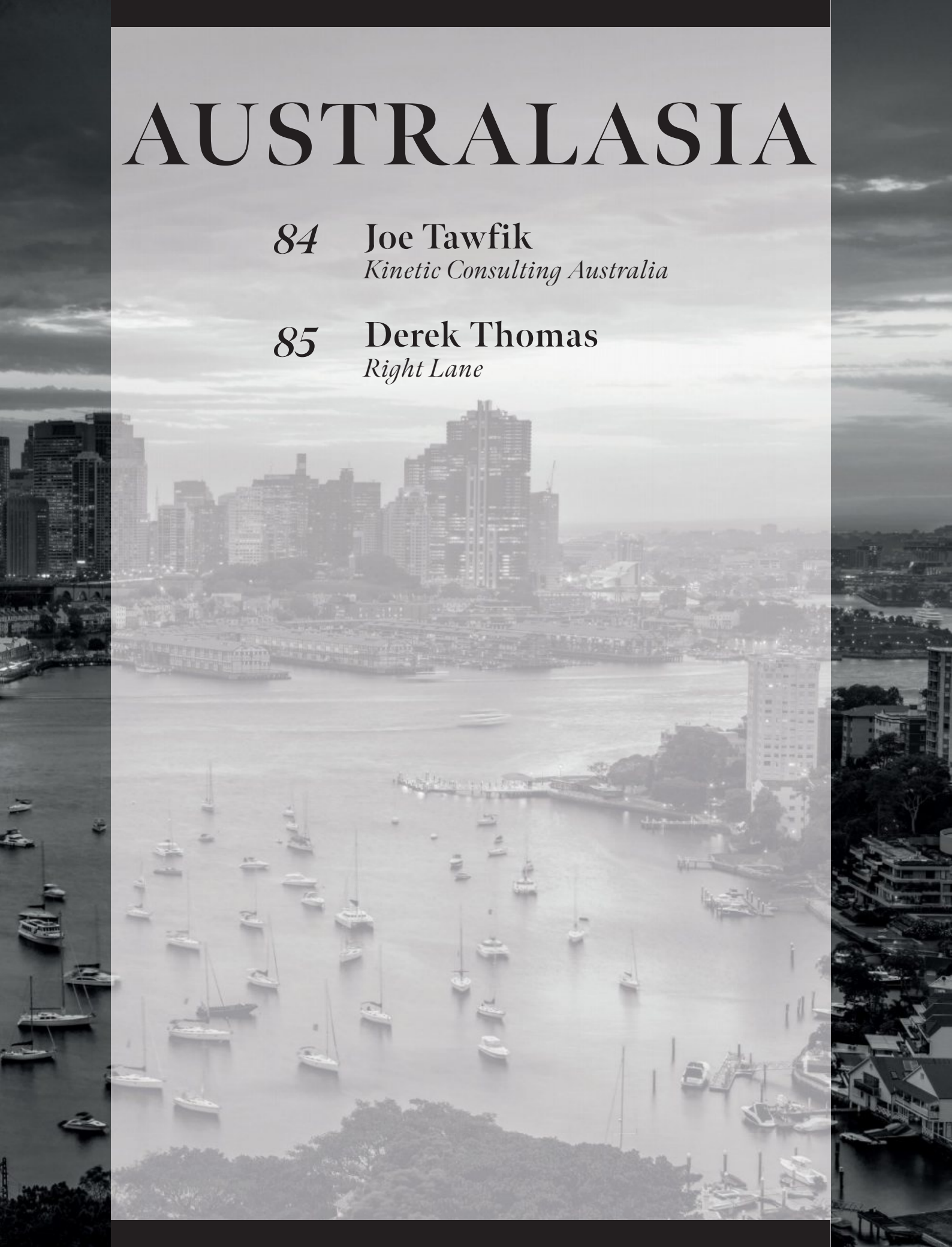




# AUSTRALASIA

84 Joe Tawfik  
*Kinetic Consulting Australia*

85 Derek Thomas  
*Right Lane*







# Joe Tawfik

[www.kineticconsulting.com.au](http://www.kineticconsulting.com.au)

Founder and Director of Kinetic Consulting Australia

## ABOUT JOE TAWFIK

Joe is the founder and CEO of Kinetic Consulting Australia. Joe has over 25 years of senior management experience. Over the years he has started-up, developed and coached numerous companies to success. He has worked across industries and won several awards for business excellence and quality over the years. Joe has an extensive and proven track record for achieving outstanding results for clients based all over the world. Joe is also the author of the leading business book on customer experience called Experience My Brand: how successful companies develop loyal customers and increase profits.

## FIRM PROFILE

Kinetic Consulting Australia is a boutique consulting company based in Sydney providing private and public sector clients with the full suite of business and customer experience consulting services to accelerate growth, build brand value, and achieve market differentiation. We specialise in creating and implementing practical strategies that can offer organisations the highest impact on their business.

Our business consulting helps our clients accelerate, optimise and transform their organisations using leading business strategies and customer-centric solutions. Australian clients can leverage our international expertise and gain working with some of the largest companies and government departments worldwide.

Our clients benefit from our local knowledge of the Australian marketplace and the changing expectations of consumers. Not only do we have insights on how to adapt to a vast multicultural population, but we also have international expertise utilising best practices in business transformation. Selecting Kinetic as your preferred consulting partner is a smart choice!

Operate your business to its maximum potential when you have the best business and customer experience strategies in place to help optimise, accelerate and transform your business practices. Kinetic's consultants specialise in helping organisations achieve business transformation and growth through implementing

various innovative and practical business strategies. If you're looking for customer-centric solutions to ensure your company is keeping up with the latest industry trends, you have come to the right place. Our professional business and customer experience consultants have years of international experience and expertise to help you differentiate your brand for accelerated business growth. Designing a strategy through to implementation and helping you transform your business — we are one of the best boutique business consulting firms in Sydney to assist you with all these services. If you already have a strategy and just want implementation services then we can help you with as well!

Our business consultants can help organisations across Sydney and Australia develop winning strategies that will enable them to become more competitive. Whether you are seeking a new business strategy to differentiate your brand or wanting to implement initiatives to transform your business, our boutique management consulting firm will design a plan of action tailored to your needs. With years of international experience and expertise in business growth and customer experience under our belt, we are equipped to provide services that will help companies from various industries find a solution that works best.

Sydney Customer Experience & Business Growth Professionals  
Achieving customer experience excellence is the leading corporate mandate for high-performing companies. We cover every aspect of customer experience consulting ranging from strategy design through to implementation and governance. Our proprietary customer experience program methodology has proven to achieve business growth as outlined in the business book Experience My Brand - how successful companies develop loyal customers and increase profits. Our clients have benefited from our expertise and have grown their business.

**KINETIC**  
CONSULTING





# Marc Levy

Founder and Director of Right Lane

[www.rightlane.com.au](http://www.rightlane.com.au)

## ABOUT MARC LEVY

Marc is the founding director of Right Lane Consulting. He has played leading roles in strategic and business planning processes for nearly 100 organisations, worked with more than 80 CEOs and facilitated around 600 management and board workshops. To our knowledge, there is no more experienced leader of strategy and planning processes in the country, and Marc is one of a handful of top team strategy facilitators globally with more than 10,000 hours of experience in this discipline.

Marc's engagements have included:

**Strategy and planning:** Running a third consecutive strategic planning process for one of Australia's largest super funds. Co-creating integrated strategy, planning, resource allocation and budgeting processes for a UN initiative. Leading processes to cascade corporate strategies, initiatives and metrics through to business and divisional plans and individuals' performance development plans for industry associations, healthcare clients and super funds.

**Vision and purpose:** Assisting clients in professional services, financial services, consumer and industrial products, and the social sector to create galvanising company statements that provide context for strategic decision making and act as a rallying point for employees.

**Growth:** Leading projects centred on growth options evaluation, pricing, merger candidate qualification, new product and market feasibility, and brand strategy.

**Organisation:** Working with clients on organisation design, decision making, meeting effectiveness, service provider alignment and resource allocation optimisation. He also helps clients to align their organisation structures and operating rhythms to their strategies.

**Stakeholder engagement:** Moderating highly inclusive stakeholder engagement processes in the local government, aged care and superannuation sectors.

## FIRM PROFILE

Right Lane is a flourishing, top quality, ethical management consulting firm.

We employ our distinctive ideas and processes, and our absolute commitment to delivery, to help clients we care about pursue their inspiring missions. We are an ethical consulting firm with a strong belief in the work we do, and with a passion to give back to the broader community with the skills and expertise available within our walls.

Over the past 22 years, we have helped the executive teams and boards of over 300 organisations to define and adapt their direction and strategy, identify and clarify their priorities, align their efforts with their aspirations, get their major projects started and finished, and measure and improve their performance.

**Our purpose**

Helping organisations that do good do better is central to our management consulting practice. The work we do with for-profit and not-for-profit organisations that play a constructive role in creating a better world is above all else why we come to work and what gives us meaning and fulfilment in our professional lives.

**Think**

We help to ensure that our clients' decisions are underpinned by relevant, high-quality quantitative analysis. Our clients find building a fact base particularly helpful when it comes to understanding what's changing in their environment and evaluating strategic options and business cases. We also use best practice decision making frameworks and tests that help clients enhance the rigour of their decision making.

**right  
lane™**



## *Introducing the Winners...*

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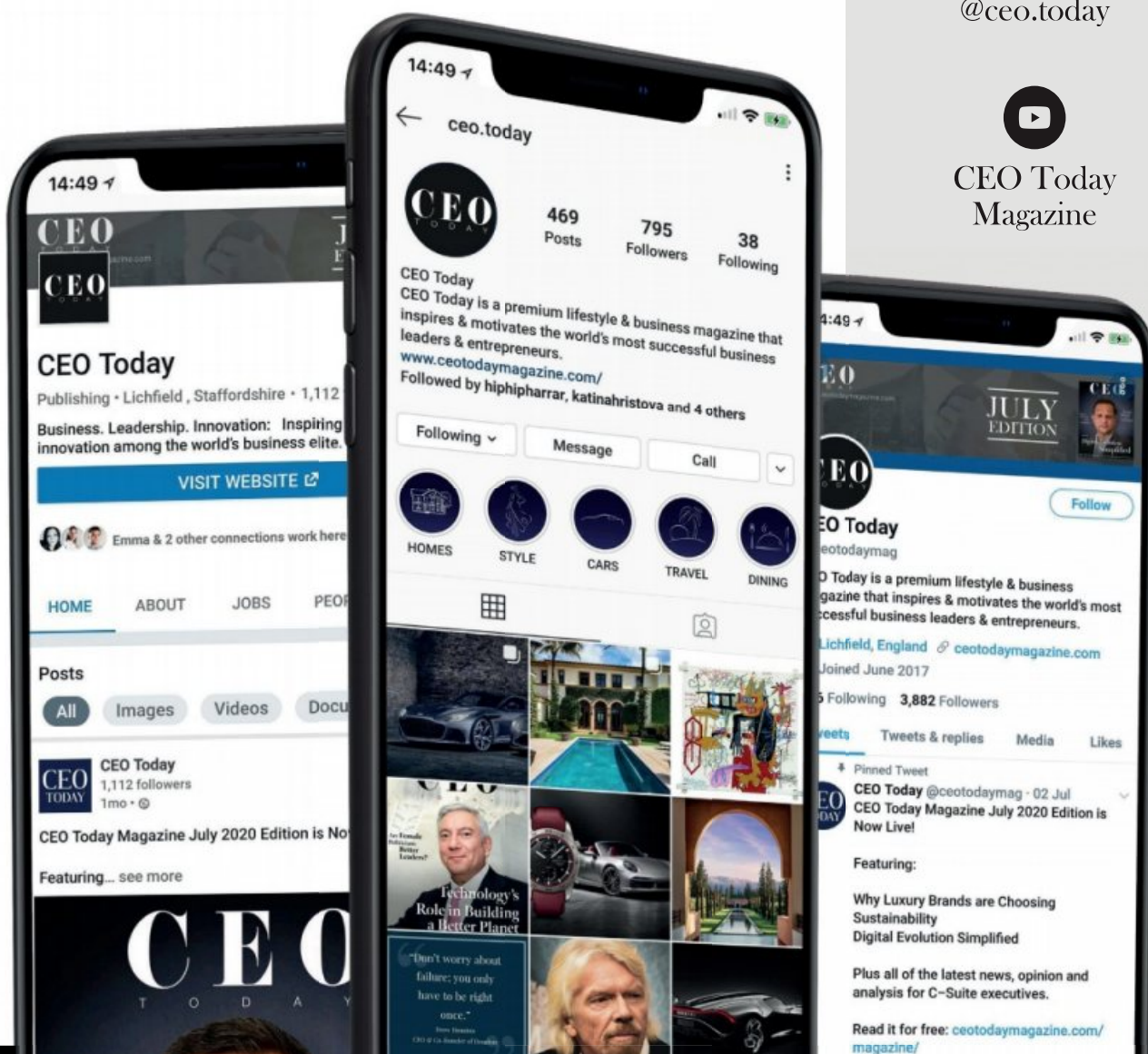
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