Will Strategy Consulting

Company Presentation 2012

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Who are we?

**Will is a strategy consulting company based in Paris (France)**

Created in 2011, Will is a young strategy consultancy, spin-off of Stance Partners, a management consulting firm founded in 2005 (€6.9 million revenue, about forty consultants).

**Will was born to meet the new needs of organizations (large and small enterprises, innovation ecosystems, the public sector, nonprofit organizations...) which face more and more complex challenges in an increasingly uncertain environment**

Adapt to a connected, globalized, accelerated world, requires new approaches. To think, decide and act efficiently, pure expertise is not enough anymore: it becomes necessary to consider the interrelations between several industries, several functions, several cultures.

In a time of shocks and crises, classical methods and analyses may turn out to be inappropriate. While entire industries are under pressure, organizations must more than ever innovate, differentiate and acquire the necessary agility to create and prevent strategic surprise.

**For each situation, Will identifies with you the most relevant experts and methods to help you design and implement your strategy**

Will proposes a three-step personalized assistance to:

- **Build a working group adapted to your challenges**, by making available trustworthy participants, with skills which are pertinent and complementary to those already present in your organization, who come from a selective, quality network of more than 200 consultants and experts

- **Organize reflection and lead it to an efficient decision, within time constraints**, by using a tailor-made selection of methodologies in strategy and management (classical and/or coming from our R&D), that allow to formulate and solve the problem collectively with your teams and the stakeholders

- **Support the action, the transformation and the evolution** by facilitating the cascading, the execution and the adaptation of your chosen strategy

**In a nutshell, Will is characterized by:**

- A selective network of consultants and experts coming from diverse communities (consulting firms, large and small enterprises, researchers, NGOs, artists) chosen for their ability to bring “technical” complementary perspectives and soft skills to contribute to the collective work

- A tailor-made approach that can be classical or “spicy” according to your taste, based on the mastery of consulting techniques, an expertise in the resolution of complex multidisciplinary problems, and a real investment in R&D (strategy, management, design thinking, collaborative innovation...) in relation to academia

- An independent, down-to-earth consultancy, without conflicts of interest: an allied who, beyond recommendations, is at your side until you succeed

**Will** *(auxiliary verb)*: used to express intend, capability and persistence
What can we do for you?

Our consultants and experts have helped companies of all size, non-profit organizations, or government agencies, in France and abroad, to:

• Organize and manage a cycle of debates about European security and defense and formulate recommendations for the public decision-maker (Group of think tanks – a hundred participants)

• Design and manage the marketing strategy to develop a brand at the national level (French SME specialized in interior decoration)

• Optimize the operating margin by aligning a new marketing strategy with industrial operations and organization (Subsidiary of a large industrial group, Global Fortune 500)

• Design a program to increase the attractiveness of small and medium enterprises and develop international trade (Government of Mauritius)

• Define the financial and accounting processes in a European shared service center for high tech business lines (Conglomerate, Global Fortune 100)

• Design and supervise a program to extract synergies from the convergence of subsidiaries in 12 countries towards corporate standards (Retail banking of a global leader in financial services)

Some references: Agence Française de Développement, AXA, Air France – KLM, AFER, BNP Paribas, Caisse d’Epargne, EDF, Eurostar, Geodis, Karavel, La Poste, Natixis, Orange, Radio France, Rio Tinto, Quintess, RATP, SNCF, Safran, Servair, Société Générale, Smith Medical, Sodexho, Toshiba, Trèves...

“Will helped us to get, within a few weeks, a clear vision of financial and accounting processes for our future Common Service Group, and its alignment with the Business Units of our company”

Igor Snytko, Regional General Manager CIS&Baltics Computer Systems, Toshiba
Our ethics in action at your side

Working at your side on a strategic challenge is both a privilege and an important responsibility. Our values, our ethics and three principles in particular guide our action to deserve your trust every day:

**Be pragmatic and support you until you succeed** – Unlike many strategy consultancies, Will is not a spin-off of another strategy consulting firm. Its founders earned their stripes on the field as managers within organizations before to spend years servicing them as consultants. Therefore they know, as you do, that a strategy must be realistic and practicable, because the greatest difficulty lies in its execution and adaptation.

**Contribute to develop your strategy** – We believe that a strategy cannot be copied. Beyond industry benchmarks and “best practices” which are not always adapted and, in addition, not differentiating in a competitive setting, Will proposes you to innovate by acquiring a unique solution, designed for you and by you, with the backing of consultants and experts at your service. They will provide careful listening and methodological support, share their experience in analogous circumstances and the fruit of Will’s R&D in strategy and management.

**Listen to and involve stakeholders** – Success or failure of any action within an organization depends critically on human factors: personal and collective stakes that need to be perceived and integrated, even when they are not expressed, feeling of being respected, or not, enthusiasm or resistance to change, positive or negative working atmosphere... A Partner, present at your side, and consultants recruited for their interpersonal skills are trustworthy allies to ensure your project will be successful.

Will’s values and ethics are the bases of a loyal and healthy relation

**Always serve your best interest**: Will is an independant consultancy that stays away from any conflict of interest such as incompatible alliances or assignments, while protecting strict confidentiality.

**Serve, also, the public interest**: Will supports several non-profit initiatives, in art, education, science and citizenship, to which Will dedicates the equivalent of a quarter of its benefits.
Profiles of some of the 200 consultants and experts

**Monique** is consultant in human resources and executive coach, after being Senior Vice President HR in several global corporations in the insurance, assistance, and IT industries. Monique is a Stanford and ESCP Europe graduate, as well as an alumna of the Institute of Higher National Defence Studies (IHEDN).

**Peter** is a specialist in the development and financing of high growth companies (e.g.: internet, mobile...). During 10 years, he has held several director positions within the Challenger Financial investment fund, during its growth from 50 to 1000 employees. Peter is a lawyer and graduated from INSEAD (Executive MBA) and from the University of NSW, Australia (finance and law).

**Valérie** is an expert on corporate and institutional social responsibility, social businesses, and globalization. She teaches in France (Sciences Po, Sorbonne, CNAM) and abroad. Before, Valérie worked on development and public-private partnership strategies, in particular for Carrefour international and Vivarte during 10 years, in about thirty countries.

**Stance** is co-founding shareholder and Will’s special partner

Stance helps organizations cascade strategy at the heart of businesses, and execute it effectively. Together, Will and Stance offer to help decision-makers align their strategic (“what?”) and tactical (“how?”) perspectives. The forty consultants of this group share the same values and speak with one voice, with immediate benefit: strategy and implementation are reconciled, the action is concrete, better accepted, faster and cheaper to achieve.

**Philippe** is a former Partner at McKinsey and Managing Director at Gemini Consulting. He has 30 years of experience in strategy consulting and has worked 10 years at the French National Institute for Statistics and Economic Studies. Philippe is a specialist in top management strategic coaching. In 2009, he founded a coaching and training company. Philippe is a Sciences Po, ENSAE and MIT graduate.

**Alexandra** has 18 years of experience in marketing strategy, communication (image, brand & product positioning, concept marketing) and advertising (BtoB, BtoC) in international agencies (Leo Burnett, DDB Needham, Publicis, Mc Cann Erickson) for brands such as Microsoft, L’Oréal, Marionnaud, Nestlé, Henkel, P&G, Passionata, Bongrain, Danone...

**Lancelot**, Managing partner and co-founder of Will has an atypical career: researcher (Inria, Bell Labs...) and involved in community life since 1992, he becomes consultant in 2006, always passionate about solving high stakes complex problems. Lancelot teaches strategy and management at ESSEC Business School and Ecole Centrale de Paris. He holds an EMBA from INSEAD and a PhD in computer science from UPMC.

**Also, in the Will network:**

- **Olivier**, 20 years of experience as a senior manager in defense and energy
- **Pierre-Henri**, physician, expert in healthcare & biopharma marketing, EMBA INSEAD
- **Julien**, 12 years of experience in consulting (Accenture, KYU...), MBA ESSEC, ESTP
- **Claire**, corporate historian, degrees in communication, history and literature
- **Julien**, business lawyer, expert in crisis management, litigation, external growth
- **Marie**, 12 years of experience in consulting (KPMG...), Agro Paris (based in Munich)

... you, mabye (contact us at contact@willstrategy.com)?

Beyond their expertise and field experience, consultants and experts of the Will network are chosen for their ability to contribute efficiently to the collective reflection. We appreciate curious, enthusiastic, generous personalities who are willing to share their knowledge, team players with a true professional ethics, serious colleagues who do not take themselves too seriously

*Will (noun): an individual or collective wish, desire or passion*
A few other reasons to choose Will

A tailor-made advisory service at competitive price
- A Will Partner designs with you a really personalized approach where the expertise type and degree of the contributors, as well as their experience level match exactly your needs and budget
- The presence of specialists, and the use of proven methodologies, save time and allow to go straight to the point
- Will has limited fixed costs (being network-oriented, there are neither costs to compensate for the “beach time” of available consultants, nor internal pressure to “staff” them as in a classical consultancy; light business development costs imply no “stacking” of Partners as in large firms)
- No brand premium
- A “reasonable margins” philosophy

A simplified procurement of intellectual services – Will is a single point of contact that allows you to benefit from the contribution of independent qualified consultants and experts, without having to manage yourself, one by one, each individual cases (identification, bidding, contracting, invoicing, administration...).

Mitigated supplier risks – Will resources are secured through real alliances with a pool of trustworthy free lance consultants and experts, as well as partnering consultancies. In case of unavailability of a contributor, the Will Partner, present on the field, preserves the approach and the “project knowledge” while he finds a relevant substitute.

To serve you better, Will combines the advantages of a network approach and of an innovative real consultancy: you benefit from a high value-added service, while saving time, money and mitigating risks.
How to start working together?

You are a Director in an executive or supervisory board in a large corporation, a small or medium enterprise, an innovation ecosystem, a non-profit organization, a public sector administration or a government agency?

You are facing high stakes issues?

- How to create (and with whom) the innovative technologies, business and social models that will match the market / the world needs in 3 years? In 10 years and beyond?
- By the way, what will the market / the world look like in 3, 5, 10, 20 years?
- What are our priorities for the next three years, what will be our resources and how will we decide to allocate them?
- How can our organization give the best of itself by leveraging synergies, motivation, trust and collaboration?
- Who could give us a second objective and independent opinion, before we take this major decision?
- How well are we prepared to face the next crisis?
- How long would it take to run a complete check-up of our organization?
- ...

You have questions on what we do?

You want to meet, just in case...?

Contact us and let us schedule an appointment to talk together about your specific situation. It is simple, free and non-binding, and confidential.

If you wish, thereafter, we can discuss a proposal for assistance where methodology and team will be adjusted with you, to match exactly your needs, your planning and your budget.

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