

A FRESH MIX OF THE RIGHT ELEMENTS



Maguire|zatt



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Commerce is about buying and selling. The more buying and selling you do, the more commercial you are. With outsourcing being the predominant business model for the past 20 years you don't have a choice about whether you are commercial but you can make the choice to do it well.

This is where we come in.



Maguire**l**zatt

RISING TO YOUR BUSINESS CHALLENGES IS WHAT WE DO BEST

Improving profitability and value for money through our clients' commercial relationships with their suppliers and customers is at the heart of everything we do. Excellent commercial decision-making skills, experience and acumen run through our veins.

We work across a range of industries in the public, private and not for profit sectors delivering solutions to problems that help our clients transform their futures.

Our work focuses on helping you deliver greater results in three key commercial areas: supplier management, customer relationships and the development of your people's skills to help you achieve the first two.

Over the past 20 to 30 years the focus for organisations has shifted from employees providing goods and services, to suppliers providing those goods and services. This shift from contract of service, to contracting for services has become today's predominant business model as a result of downsizing and outsourcing.

Cost, profit and your ability to deliver excellence to your customers is now a function of your organisation's ability to manage commercial relationships.

By creating a fresh mix of the right elements for your organisation, we can establish the foundation for outstanding commercial performance.



The best way to prepare for the future is to invent it.

SUPPLIER CHALLENGE

Attempts to reduce costs that are focussed on employees are likely to have limited effect as they are targeting only a part of an organisation's costs. Significant benefits can only come through tackling the bigger part of the company's cost – its suppliers.

This is what we call the Supplier Challenge

PEOPLE CHALLENGE

Individuals managing the delivery of goods and services to customers via suppliers are in the front line for delivering business profitability. To be successful they need the right commercial skills, knowledge and behaviours. The traditional focus on technical and line management skills needs rebalancing to take into account commercial skills and knowledge.

This is what we call the People Challenge

CUSTOMER CHALLENGE

Faced with stiff competition from low cost manufacturing countries and increases in material costs, sales teams have to rethink their approach to selling and re-engage with their customers on a different level. Getting the sale is not enough. They need to transform their approach to selling.

This is what we call the Customer Challenge



GETTING MORE FOR LESS IS WHERE WE START

And if we can't get more for less, we'll get more for the same, or the same for less. It's about getting more value for money.

Looking to increase profitability and value for money through suppliers is about much more than suppliers reducing prices. It's about working with suppliers to re-engineer processes to identify longer term efficiencies and savings that could ultimately benefit both parties.

The scale of the benefits we help organisations realise varies across businesses. We set ambitious savings targets and our average on the projects we have undertaken is 16.75%.

Along with a range of procurement and financial approaches, tools and techniques, we bring a focus on creativity that encourages people and teams to create the future they would like to see and then work backwards from there. It moves away from incremental improvement – how can we make things a little better – to setting an ambitious target, working backwards to determine how we will achieve it and then striving relentlessly to deliver it.

It requires a change from a supplier led to a customer led approach - a switch from getting what we are offered, to getting what we want - and a rejection of industry norm and the way we do things around here to asking 'what if'. The best way to predict your future is to invent it.

In the era of lean, downsized organisations, driving profitable partnerships with your suppliers is not an option, it's a must.



SUPPLIER CHALLENGE

We provide strategic and hands on tactical support for procurement and commercial relationship management. Our starting point is helping you get more value for money whether that means getting more for less, more for the same, or the same for less. We provide fresh perspectives on how an organisation gets best value from the money it spends by a systematic review of its expenditure and rethinking its approach to how it buys goods and services.

Our services cover all elements of procurement and commercial supplier management. Here are just some of the areas we work in:

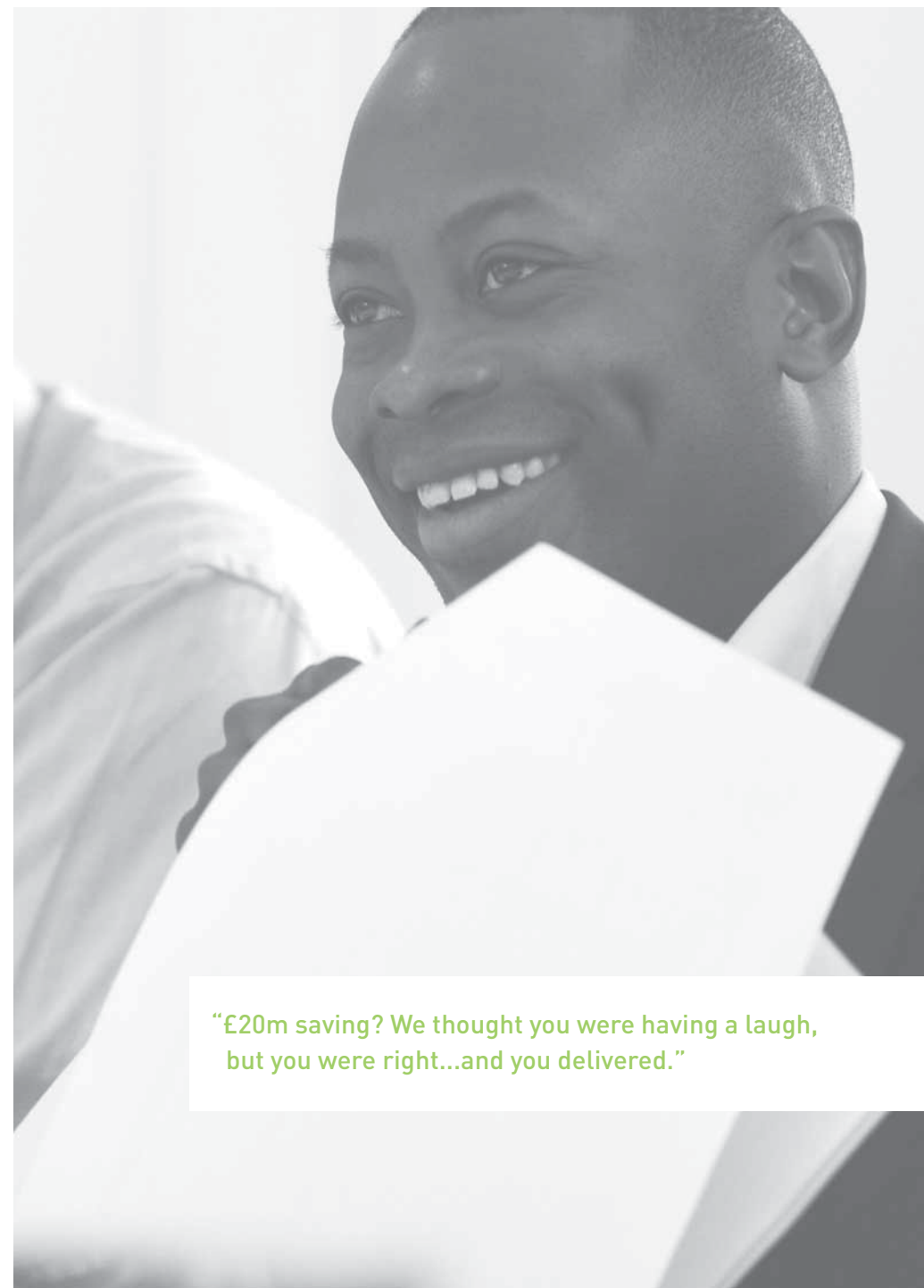
External resource strategy In the new enterprise model the decision about what to outsource and what contract and payment model to use is often complex. Our strategy services are aimed at helping you answer the four essential questions: what should we buy; who should we buy it from, how should we buy it and how much should we pay?

Contract negotiation From supporting negotiations from their outset to helping to break stalemates or impasses in ongoing negotiations; we have a superb team of experienced negotiators.

Cost reduction Cost reduction should be fast, implementable and not damage the underlying base of the organisation. To support our clients we have developed our 20:20:20 methodology: 20 days to find 20% that can be delivered in 20 weeks. This makes extensive use of best-of-breed cost modelling combined with market research and fresh perspectives to deliver improved services and value.

Category management In many areas procurement is too important to be the sole remit of a procurement department. It needs to be integrated within the business planning and executive decision making processes of the organisation. Category management treats major spend areas as virtual business units. Using value analysis and business process engineering we design best in class upstream processes to create high performing, low cost supply chains for goods and services.

Procurement programme delivery Our Procure-It service combines procurement expertise with project management excellence to deliver clearly defined and measurable results from specific procurement initiatives. Perfect for OJEU requirements in the public sector, when outsourced contracts come up for renewal, or simply when you need extra resource.



“£20m saving? We thought you were having a laugh, but you were right...and you delivered.”

YOU'RE ALREADY GOOD BUT WE'LL MAKE YOU GREAT

Over the last 15 years we've noticed people's roles in the workplace have been changing. Roles that were previously technical or administrative are now on the front line of commerce.

We've watched engineers become sales-people responsible for the commercial exploitation of their organisations' IPR rather than simply the resolution of engineering problems. Programme managers, likewise, are increasingly responsible for managing a network of suppliers and partners to deliver sophisticated programmes and projects at a profit rather than simply to a schedule. Even nurses in hospitals now manage outsourced providers of cleaning and catering.

In the era of outsourcing, managers whose task was previously to line manage large teams of direct reports, now find they have fewer, if any, direct reports. Instead, they are more likely to be managing suppliers to carry out work previously done in house.

People who are successful in this changing environment are not necessarily those with the highest degree of technical skill or knowledge. They are individuals who combine technical or specialist skills with a comfort in the more ambiguous world of commerce, trading and negotiation.

For some employees the changes are exciting, but for many the changes are, at the very least, uncomfortable, at worst stressful and frightening. It is little wonder that many cling to how they have always done things, rather than change.

The traditional focus on developing and refreshing technical and line management skills needs rebalancing to take into account commercial skills and knowledge.



When being average just isn't enough, aim high. Go for the best.

PEOPLE CHALLENGE

Building a team of top talent to drive commercial success means making sure your employees have the right attitude, mindset, skills and knowledge.

We have a range of approaches to help organisations spot, recruit and develop talented and confident commercial individuals and teams who will transform their commercial performance.

Coaching and technical mentoring Supporting individuals with one-on-one sessions focussed on their particular needs is the ideal solution when there is a need for rapid personal development; the organisation lacks the experience and/or time to assist an individual; and for senior managers wanting to rehearse ideas and get alternative perspectives before committing to a course of action.

Training Using our extensive operational experience, we have developed and deliver a portfolio of over 30 commercial skills training programmes and workshops designed for those with little or no previous experience through to senior managers. Looking for a customised or bespoke programme? With our experience, that's no problem.

7A Intrapreneurs Skills Transformation Centres (STCs) This is our fresh take on assessment centres, designed to help you identify individuals who have the X factor - the attitude and behaviours that go beyond mere technical competence - and predict with greater accuracy what someone will be like in the job. We also develop bespoke selection events based around your required competences and behaviours.

Workplace mediation Discrimination. Harassment. Pay. Promotion. Redundancy. Any of one of these can trigger a time consuming and expensive workplace dispute. Our mediation services provide a powerful alternative to fighting cases at a tribunal. Our trained mediators operate as an impartial third party to help disputing parties find a mutually acceptable resolution by considering a wider and more flexible range of outcomes than may be possible at a tribunal.

Candidate Profiling Interviews can be poor predictors of future performance. Our profiling services combine the best of psychometric and job profiling to provide insightful candidate notes and suggested interview questions, to help your interview teams make the right choices during the selection process.



“That is the best negotiation course that I have been on. It was a totally relevant and thought provoking. They were excellent trainers, interesting, challenging, informative. Thank you!”

SHOW YOUR CUSTOMER THE VALUE IN EVERYTHING YOU DO

A cynic knows the price of everything and the value of nothing.

Oscar Wilde

Faced with stiff competition from low cost manufacturing countries and increases in material costs, sales teams are having to rethink their approach to selling and re-engage with their customers on a different level.

It's not enough to win the business – sales is about negotiating profitable deals, not just getting a deal.

Those in sales and customer management need to understand the implications of their deals and decisions for the profitability of the organisation. For the organisation this mean ensuring the right behaviours are incentivised and rewarded. This is the customer challenge facing many organisations.

We help sales teams transform their approach to selling by rethinking how to structure themselves to meet new challenges; channel their activities both internally and externally to ensure maximum impact; and rise to new challenges presented by constantly changing markets.

Using our highly effective and successful Driving Profitable Partnerships methodology we work with sales teams through a series of staged interventions to develop and deliver a clear vision of where they want to be, create action plans for achieving their goals, and rehearse customer specific approaches.

With contract managers, our focus is on transforming them from administrators to profit managers.

On a more tactical level, we have a range of workshops to support sales skills including business case preparation, bidding and negotiation.



CUSTOMER CHALLENGE

Selling unprofitable work or promising more than the organisation can deliver is an easy way to turn good news into bad. At the same time, you cannot expect to be paid for something you can't demonstrate adds value to your customers. Making customer-facing teams and sales staff more commercial is where we focus. Our services are designed to ensure that you wrest every bit of profit you can from your customer engagements. These include:

Driving profitable partnerships The development of customer specific strategies to identify under-sold added value and prepare an approach to leverage the value into profit.

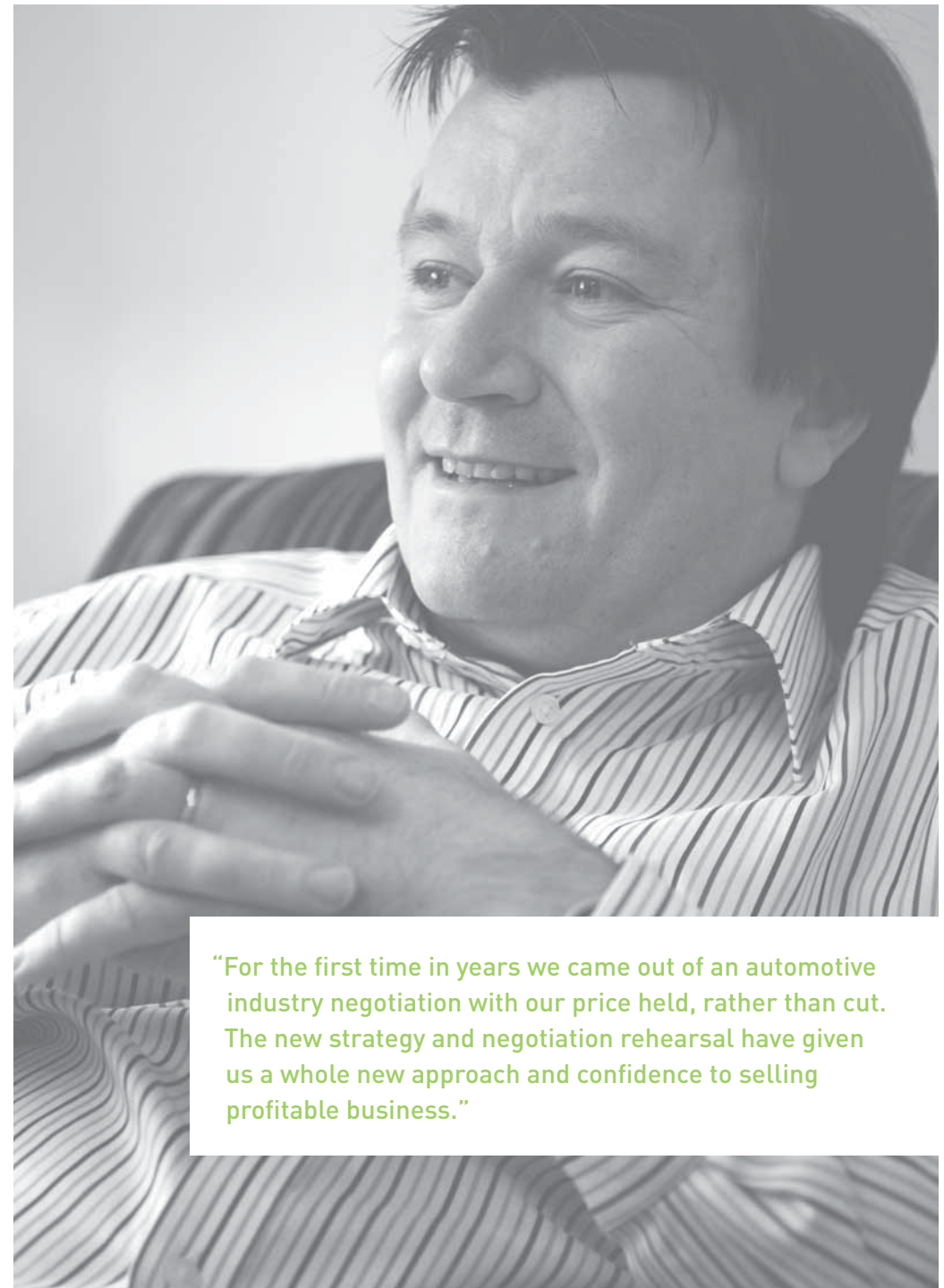
Account management Whether at account acquisition or support to ongoing business relationships, our workshops and coaches will help your account teams improve their performance and profitability.

Bidding to win Our team has extensive experience in training bid teams and designing and implementing bidding processes to improve the quality of bids submitted and the chances of success in the competitive tender arena.

Solution selling Too many technical and project staff fix problems before they sell the solution. Our training programmes help customer-facing staff recognise and exploit the opportunities that present themselves on a day-to-day basis and, crucially, make them more comfortable with the process.

Contract management Commercial contract management means more than delivering a contract to the customer on time and to budget. It means managing the resources of the delivery team to achieve the lowest cost delivery and maximising the revenue opportunities from the client relationship to extend the services offered and grow the profitability of the relationship.

Negotiation support Using experienced trainers and business coaches we assist sales teams to prepare for major contract or contract variation negotiations in real time. Using business simulations and video feedback we create a practice environment to rehearse different approaches and experiment with different strategies. With client support these come as close as possible to mimicking the real negotiation that is going to happen.



“For the first time in years we came out of an automotive industry negotiation with our price held, rather than cut. The new strategy and negotiation rehearsal have given us a whole new approach and confidence to selling profitable business.”

17TH CENTURY COTSWOLD CHARM 21ST CENTURY FACILITIES

Change doesn't happen easily so you need to give it all the help you can. That's why we have created a refreshing alternative to hotels and conference centres in the centre of the thriving Cotswolds market town of Moreton-in-Marsh.

We've taken two beautiful 17th Century town houses and converted them in to one dedicated venue which offers a fresh mix of all the right elements – great location, great coffee and food, comfy furniture and a relaxed environment. Combining all the modern touches you might expect, along with a few you hadn't, in a very private setting.

Ruskin House, and our offices in adjoining Campion House, offers a collection of meeting rooms, lounge, courtyard, small garden and kitchen, which provides an ideal venue for groups of up to 16 to rethink their future, attend workshops, mediation and our Skills Transformation Centres.

If you are spending two or more days with us, we have great relationships with the main hotels and restaurants in the town ensuring that great accommodation, food and wine are only a few steps away.

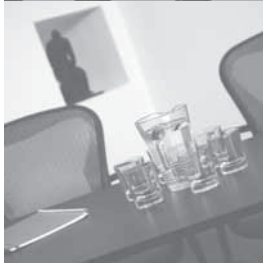
Moreton-in-Marsh is one of the main market towns in the northern Cotswolds situated on the Fosse Way. We are a few minutes walk from the Moreton-in-Marsh train station which has a direct rail service, taking about 90 minutes, to London's Paddington Station. By car, we're 30 minutes from junction 15 of the M40 making it a great location wherever you are based.



Flexible, comfortable and exclusively yours.



“Great venue. We had the freedom to relax and focus on us. Getting away from the office and coming here really did make all the difference.”



A REFRESHING MIX OF KNOWLEDGE WISDOM & HUMOUR

Small but beautifully formed, we like to think of ourselves as the ones who broke the mould.

We're a diverse group of individuals. Different backgrounds. Different personalities. Different strengths. We are all highly experienced operationally as commercial managers and advisers and bring energy, passion, expertise and commercial pragmatism to each job.

We've been told on enough occasions that we are good to be around – warm, approachable, down to earth – that we reckon it must be true. We certainly like each other's company! Rest assured, if we don't warm to an individual, they won't get in front of you. Our quality control approach will see to that.

From board level to junior level, we have the right touch. What we call the right balance of challenge and support.

If you would like to meet us, we would certainly like to meet you. Give us a call or drop us a line. You wouldn't be the first. Here are a few of the organisations that we have worked with:

- Virgin Atlantic Airways
- Transport for London
- Land Registry
- Environment Agency
- Field Fisher Waterhouse
- Nokia
- Glaxo Wellcome
- SKF
- London Underground
- Contour
- Direct Line
- Balfour Beatty
- Open University
- Royal Mail
- Sony Pictures
- Sony Computer Entertainment Europe
- Parcelforce Worldwide
- Dpt. of Communities & Local Government

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