Hello!

Our mission is to find and nurture the next generation of leaders whom will make a lasting values-based impact by solving mankind’s most pressing problems, and to build the firm which attracts the finest educated professionals by constantly embracing the costs of our values.

It takes us over one year to plan, execute and develop each training program study. Each study is curated and crafted by former McKinsey, BCG et al senior partners to help you understand, follow and replicate consulting engagements so you may confidently acquire the skills taught.

Great care is taken to make the training as realistic as possible while providing compelling and captivating narrated episodes to improve your experience.

This map is the overview and logic behind the M&A Strategy training program.

By following the arrows one can track the evolution of a strategy engagement. The numbers correspond to the videos within our StrategyTraining.com website which is only available to FC Insiders.

Please note that the only way to become an FC Insider, and access all the content on StrategyTraining.com, is to become a Premium member for 6 months, in good standing, on the Firmsconsulting.com website. The majority of our content is only available to FC Insiders.

Thank you for giving us this opportunity to earn your trust.

Best wishes,
Kris Safarova
Partner
Accountability of the EM stream or partner

Accountability of the People / Change Management Work Stream

Accountability of the Business Economics / Modeling Work stream

Accountability of the Tech. / Operational Work Stream

Additional learning videos
Ontario technology reform announcement expected from Premier

By James Kennedy in Toronto

Premier Mike Harris will announce a shake-up of Ontario’s three largest employers this week as he drives forward plans to streamline the bloated state-entities and simultaneously modernize the technology sector through a radical merger strategy.

Significant staff reductions are expected within the three entities impacted: Ontario Distribution, Ontario Power and Ontario Transit, say those familiar with the situation.

The Premier has also signaled he will adopt a more muscular policy in creating an Ontario-based technology company, after recent failures and scandals.

Premier Harris has already established regular joint meetings of the boards of all three entities, and has said he wants close co-ordination between the three groups, as well as between the electricity regulators and transit commission.

Having told MPs last week that he intends to create a new technology company in Ontario, Premier Harris will use the annual budget update on Tuesday to announce a major overhaul of the Ontario transportation and energy sectors, facilitated by reports from international management consulting firms.

His ambition, which he signaled as part of his aggressive election campaign, is to increase productivity, profits and employment in state entities while creating a new technology giant, which can compete, in the global market place.

He wants to create what federal and provincial officials call “a tech anchor” which will merge the IT departments of Ontario Distribution, Ontario Power and Ontario Transit thereby reducing those entities cost structures and simultaneously form a new anchor company around which to build a technology ecosystem.

The proposed new technology company could have up to a billion dollars of value in its first year of operations and create up to 500 new jobs, according to senior economists in the Premier’s Office, who declined to be identified because they were not authorized to speak to the news media.

Increasing productivity and growth within the energy and transport sectors is central to Premier Harris’s aims, amid concerns that the three entities are placing “an unbearable fiscal burden” on the provincial budget that prevents the government from investing in new sectors.

Tom Peterson, former special adviser to the Premier’s Office and now managing partner of fund manager Canvest, said: “It is a smart strategy. He is fixing two problems with one initiative: fix the bloated state entities and position Ontario for growth in the burgeoning technology sector.”

The changes to Ontario’s three largest employers follows an internal review in 1998 that found the province could no longer sustain investments in the state corporations while simultaneously funding new sectors. It recommended restructuring the energy and transit sectors. Other provinces and countries, such as the US Federal Government, have failed to balance this dual investment focus and have come to rely on a costly strategy of maintaining outdated lines like Amtrak.

Hoping to avoid this outcome, the Premier wants to act before the government is unable to effectively make a change in the sector.

The Premier’s Office has said it is likely to announce the new CEO for the merged tech anchor company before Premier Harris’s speech on Tuesday.

In a McKinsey Global Institute capital productivity study widely read and cited at the Premier’s Office, the authors say: “US capital productivity exceeds Germany’s and Japan’s because managers in the US have greater incentives and face stronger market pressures.”

Premier Harris is more than willing to shake up Ontario’s major sectors to avoid the fate of Germany and Japan.
0. How do I build a corporate strategy study for the CEO?

View the complete strategy study?

1. Ready to structure this study?

2. Reconfirm the client’s real issues

3. How do I structure the case analyses?

OR

4. Create a list of the most critical issues

5. Prioritize the most important branches

6. Build an hypothesis for each prioritized branch

7. When should I use hypotheses?

8. Tips for managing this process?

9. When should I use decision trees?

10. Is there a way to combine decision trees and hypotheses?

11. How do I set the scope for the study?

12. How do I incorporate the CEO’s input?

13. What happens if the CEO disagrees?

14. Cluster the issues into MECE themes

15. Build an hypothesis for each cluster

16. Build a decision tree of the issue

Recommended Branch

Start here: the background to the study
0. How do I build a corporate strategy study for the CEO?

View the complete strategy study?

1. Ready to structure this study?

2. Ready to develop the work streams?

Hypothesis 1: Employees are not trained to...

Hypothesis 2: The tech. platforms between the 3 merging...

Hypothesis 3: The merger destroys value due to...

Engagement Management Work stream

People / Change Management Work Stream

Tech. / Operational Work Stream

Business Economics / Modeling Work Stream

What is the role of an engagement manager?

What is the role of the business economics work stream?

What is and what is not a hypothesis?

How could I use PASSAC to develop hypotheses?

How do I select the best team for the study and allocate work?

Is there a checklist for new engagement managers?

How do I set up the engagement correctly?

How do I set up the governance structure of the study?

How do I measure the quality and team environment?

How do I make my team effective and efficient?

When and how do I use a hypothesis?

May I see a good example of a hypotheses?

Why is it important to constantly refine my hypotheses?

How do hypotheses help frame the study?

How do I identify the possible solutions?

Tips and pitfalls of this approach?

How do I attribute the causes in this approach?

How do I use the 5-question approach to begin the process?

What are the components of a hypothesis?

1. Ready to structure this study?

2. Ready to develop the work streams?
0. How do I build a corporate strategy study for the CEO?

View the complete strategy study?

1. Ready to structure this study?

2. Ready to develop the work streams?

3. Ready to plan the work streams?

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1. Develop your work stream charter aka contract with manager

2. Develop a project logic to explain your approach to the study

3. Develop a timeline to guide your team members on deliverables

4. Hold an expectations exchange with your manager

5. Why are the documents in this column so important?

6. Design the analyses to test your hypothesis

7. How do I build a storyboard and why is it done so early?

8. Isolate the data needed to complete the test for the hypotheses

9. What is the role of the partner and how do I manage the relationship?

10. The manager develops the overall engagement work plan

11. Why is the 1st client alignment meeting held here?

12. How do I build good slides?

13. Is there a checklist for good slides?
0. How do I build a corporate strategy study for the CEO?

View the complete strategy study?

1. Ready to structure this study?

2. Ready to develop the work streams?

3. Ready to plan the work streams?

4. Ready to go onsite and start the analyses?

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Set and agree the case assumptions and principles with the client

Outline MECE options to achieve the study objectives

Begin planning and conducting the focus interviews

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List all the products / services and core competencies

Conduct an assessment of the current technology infrastructure

Conduct an assessment of the employees’ competencies / capacity

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Why are focus interviews the core of any strategy study?

May I see an example of an IT audit focus interview?

Why is the 2nd client alignment meeting held here?

How should I plan my focus interviews?

May I see an example of a focus interview for executives?

May I see an example of a culture survey?

How do I encourage closer collaboration between the streams?

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How do I analyze and report my focus interview findings?

How important is good design when presenting the interview feedback?

Why do we start the analyses here and not in another area?

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May I see an example of a culture survey?

May I see an example of a focus interview for executives?

May I see an example of an IT audit focus interview?
5. Ready to update your team after week 1?

What happens in the 1st team internal update meeting?

How do I best present my progress / needs?

How is the team update meeting different from the client meetings?

Is there a checklist for team meetings?

What are the roles and responsibilities in this meeting?

What is the process to manage the meeting?

Are there any effective meeting rules and tips?

How do I manage joint teams of clients?

How do I communicate with clients?

How do I manage hostile participants?

How do I manage the behavior of the participants?

6. Ready to begin week 2?

Build the value drivers and levers for the new company

Prepare a concise model description

Build the economic model architecture

Build the financials by service, by product and by each entity merging

Analyze the immediate local market followed by the international market

Identify the top-down benefits of the merger

Hold the 3rd alignment meeting with the client

How can you find benefits from the client itself?

What is the technique used?

What does the overall process look like?

What are the roles and responsibilities when using this process?

Tips and tricks of the process

What is benefits tracking?

What tools can I use?

What is the difference between top-down vs. bottom-up benefits?

7. Ready to bring the analyses together?
7. Ready to bring the analyses together?

8. Ready for the 1st major client executive update?

9. Ready to update your team after week 2?

10. Ready to begin week 3?

11. Ready to update your team on your 3rd week?

12. Ready to begin week 4?

13. Ready for the 2nd major client executive update?

14. Ready to consolidate the study

15. Ready to prepare the final recommendations?

16. Ready to begin the implementation?

1. List the critical success factors for the preferred option to work

2. Build an issue map for the study

3. Determine ranges for each factor

4. Create a “Doomsday Scenario” and set ranges for this scenario

5. Capture the “runway” issues

6. List the key themes from the focus interviews

7. List the key insights from the economic modeling stream

8. List the key insights from the tech and systems review stream

9. List insights from the people and change management stream

10. Test for gaps within the critical success factors

11. Finalize the overall storyboard for the client

12. 1.5 days

13. 0.5 days

14. < 0.5 days

15. 4.5 days

16. < 0.5 days

17. 2 days

18. 2 days

19. 0.5 days

20. 2 days

21. 0.5 days

22. 40 days
9. Ready to update your team after week 2?

What should I present in the this update?

1. Why must I prepare for my mid-point feedback?

2. How do I coach or be coached on poor performance?

3. Why does Change Management go at the end?

10. Ready to begin week 3?

What should I discuss in this 4th alignment client meeting?

1. Equalize products and services across the 3 entities merging

2. Select the scenarios to run in the model simulation

3. Complete the scenario analyses per an option

4. Complete building the economic model

5. Complete testing the financial impact of each option

6. How do I determine the technical compatibility between the 3 entities?

7. Gap analyses on employee competencies, capacity and capabilities

8. Analyze the strategic and operational risks

< 0.5 days

4.5 days

< 0.5 days
11. Ready to update your team on your 3rd week?

- What should I present in my 3rd internal team meeting?

12. Ready to begin week 4?

- What should be the agenda for the 6th client alignment call?

- Finalize the Newco change management requirements

1. Build Newco Conceptual Business Plan

2. Finalize the Newco Valuation Range

3. Outline the Newco Migration Plan

4. Finalize the Newco integration requirements

5. What should be the agenda for the 5th client alignment meeting?
13. Ready for the 2nd major client executive update?

Objectives

Agenda

Introduction

Review the options available to client

Outline the key questions this study will answer

Discuss the key findings necessary for the CEO to make a decision

Financial Analyses Review

Economic Modeling

The approach used

Financial analyses of entity 1: OD IT

Financial analyses of entity 2: OP IT

Financial analyses of entity 3: OT IT

Financial analyses of the combined entities - Newco

Newco Scenario Analyses

The approach used

Scenario 1: Varying debt to equity ratios to find the optimal mix

Scenario 2: Implementing efficiency improvements

Scenario 3: Best case of gearing, efficiency and taking market share

Recommendation

View the explanation of the modeling approach

Scenario analyses 1: All parts of the business remain

Scenario analyses 2: Parts of the business are divested

Scenario analyses 1: Parts are divested and efficiencies are improved