



STRATEGY | 2025



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**EFFECTIVE STRATEGY
DEVELOPMENT SOLUTION
FOR SMALL AND MEDIUM
ENTERPRISES COMPLYING
WITH THE BEST PRACTICES
OF GLOBAL MANAGEMENT
CONSULTING**



**MOSCOW
CONSULTING
GROUP**





STRATEGY 2025™ AIMS TO BRING SMALL AND MEDIUM-SIZED ENTERPRISES TO A WHOLE NEW STRATEGIC LEVEL

OVERVIEW

IN RUSSIA THERE ARE OVER 170 THOUSAND SMALL AND MEDIUM-SIZED ENTERPRISES, MOST OF WHICH:

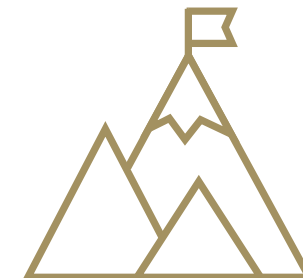
- 01 Have not set directions for their company's strategic development
- 02 Do not have a formalized strategy for internal and external use
- 03 Do not have in-house professionals capable of developing a long-term strategy

PROJECT STRATEGY 2025™ ALLOWS SMALL AND MEDIUM-SIZED ENTERPRISES TO:

- 01 Prioritize directions for strategic development
- 02 Formulate strategic goals and design a high-level plan for their implementation
- 03 Quantify key financial indicators reflecting the company's full potential

THE KEY ADVANTAGES OF OUR PRODUCT ARE:

- 01 Execution by top-level professionals who have developed a strategy for major Russian and international companies
- 02 Completion in a short time period at a very reasonable price





STRATEGY 2025™ FEATURES

1

PERIOD

MONTH

DELIVERABLES

➤ MARKET RESEARCH DATA AND AN ASSESSMENT OF THE CLIENT'S MARKET POSITION

➤ A LIST OF PRIORITIZED STRATEGIC GOALS AND INITIATIVES

PRICE

3

M

RUBLES

➤ FINANCIAL MODEL WITH BUSINESS DEVELOPMENT FORECAST FOR 3-5 YEARS

➤ A STRATEGY IMPLEMENTATION PLAN WITH A LIST OF RELEVANT KPIS TO BE MONITORED



STRATEGY 2025™ ALLOWS THE COMPANY TO EMBARK ON THE STRATEGIC MANAGEMENT PROCESS

KEY ELEMENTS OF STRATEGIC MANAGEMENT PROCESS

01

Initiates the strategic management process

03

Keeps employees involved in the strategic goal achievement process

05

Makes it possible to avoid deviations and stay on track with implementation of strategic initiatives



02

Allows for commencement of the strategy realization process by setting goals for key divisions

04

Offers a clear picture of the resources required to implement the strategy

06

Provides for fine-tuning the strategy depending on the goals achieved and current market environment



STRATEGY 2025™ ALLOWS COMPANIES TO ANSWER FUNDAMENTAL STRATEGIC QUESTIONS

KEY ELEMENTS OF STRATEGY



COMPETITIVE ADVANTAGES

- What are the competitive advantages of the company's business model?
- How sustainable is the company's business model?



STRATEGIC GOALS FOR THE NEXT 3-5 YEARS

- What is the company's target state (revenue, EBITDA, net income, debt, market share, number of clients, number of employees)?
- Which vector of strategic development is optimal for the company?



STRATEGIC INITIATIVES AND REQUIRED RESOURCES

- How can the company reach its strategic goals within its key business segments?
- What is required to achieve the strategic targets (organizational structure, skills, investments)?



KEY PERFORMANCE INDICATORS (KPIs)

- How should we monitor the strategy implementation process?
- What key indicators should top management use to evaluate progress?



STRATEGY IMPLEMENTATION PLAN

- What actionable steps should be taken to reach the strategic goals?
- What is the optimal way to plan the required measures to implement the strategic initiatives?



RISK MANAGEMENT APPROACHES

- What key risks could arise during the implementation of the strategy?
- What actions should we take to mitigate them?



BUSINESS PLAN



+



FINANCIAL MODEL



STRATEGY 2025™ BUSINESS PLAN CONTENT MEASURES UP TO INTERNATIONAL STANDARDS

STRUCTURE AND DESCRIPTION OF KEY ELEMENTS



MARKET OVERVIEW

- Main macroeconomic indicators and an overview of the core economic sectors (banking, financial, government); recent, past and current macroeconomic trends which could potentially influence the client's industry
- Market size, main trends shaping the market structure
- Potential changes in regulation, legislation, and taxation affecting the industry
- Market segments, their size and growth trends, segmentation of clients, products and services
- Competitive landscape: overview of competitors, their market share, advantages and disadvantages in comparison with the client
- Performance and profitability of comparable business models



CURRENT CLIENT SITUATION

- Sales volume and market share
- Value chain
- Main products, services, market segments and distribution channels
- Customer segmentation
- Key financial and operating indicators



KPIs

Description of company-level and top management-level KPIs. List of indicators to be used on the dashboard by CEO and CEO-1



STRATEGIC GOALS AND INITIATIVES

- Description of strategic goals for 3-5 years
- Main strategic initiatives required to reach the client's target state, their potential effect, implementation period and required resources
- Prioritization of initiatives based on potential effect and feasibility



STRATEGY IMPLEMENTATION PLAN

Description of interrelation between strategic initiatives (their sequence and critical implementation check-points), timing and a list of parties responsible for execution



POSSIBLE RISKS

- List of internal and external risks associated with strategy implementation
- Risk prioritization based on their probability and potential negative effect
- List of risk mitigation activities



KEY FINANCIAL INDICATORS

Trends in key financial indicators during the strategy implementation timeline (based on the developed financial model)



**DEFINE
YOUR
STRATEGIC
OBJECTIVES**



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GROUP**





BUSINESS PLAN CAN BE EXPANDED WITH ADDITIONAL MODULES IF NEEDED



DETAILED MARKET OVERVIEW

- Customers' level of satisfaction with current products
- Detailed customer preferences
- Demographics of customer segments
- Geographical characteristics of customer segments
- Overview of new technologies and products in the Russian market



ANALYSIS OF BEST GLOBAL PRACTICE

- Overview of new technologies and products in the international market and comparison with Russian alternatives
- Description of trends in the international market
- Overview of the most successful business models



DEVELOPMENT OPTIONS

- Possible directions for the company's development with main strategic parameters
- Prioritization of development directions based on potential effect on the company and implementation simplicity



FINE TUNING OF THE STRATEGY™ DEVELOPED BY MCG

- Update of market data (macroeconomics, state of the market, industry trends, competitive landscape, client's position in the market)
- Analysis of the company's performance since the implementation of Strategy2025™ and a strategic goals status update
- Fine tuning of strategic goals and initiatives
- Update of the strategy implementation plan and financial model



STRATEGY 2025™ ALSO INCLUDES A DETAILED FINANCIAL MODEL FOR THE TARGET PERIOD

ENTRY DATA > 5 YEARS FORECAST



MACRO-ECONOMICAL INDICATORS

- Currency exchange rates forecast
- Key economic sectors development forecast
- Regulatory changes forecast
- Key interest rate changes forecast



MARKET ANALYSIS

- Key market segments performance over the last 3-5 years
- Prospective market segments performance over the last 3-5 years
- Market growth forecast for 3-5 years



COMPANY ANALYSIS

- Clients' strategic goals
- Clients' market share in key segments
- Internal business-processes reengineering plan
- Headcount growth forecast
- Manufacturing expansion plan
- Key risks underway strategy realization



FINANCIAL MODEL



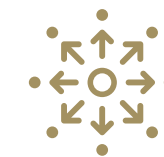
PROFIT & LOSS STATEMENT

- Revenue
- COGS
- **Gross profit**
- Administrative expenses
- Selling expenses
- **EBITDA**
- EBIT
- Net profit
- **Profit margin**



CASH FLOW STATEMENT

- Financial cash flow
- Investment cash flow
- Operational cash flow
- Total cash flow



DERIVATIVE INDICATORS

- Return on Assets
- Return on Equity
- Market share in key segments

RESULTING DATA > 5 YEARS FORECAST



OUR APPROACH TO PROJECT EXECUTION IS BASED ON BEST GLOBAL PRACTICE AND ADAPTED TO THE NEEDS OF RUSSIAN SMALL AND MEDIUM-SIZED ENTERPRISES





**EXPLORE
THE NEW
HORIZONS**



**MOSCOW
CONSULTING
GROUP**





STRATEGY 2025™ IS OUR UNIQUE PRODUCT WITH NO ALTERNATIVES IN RUSSIA OR ABROAD

ADVANTAGES

01

PROFESSIONALISM

Each Strategy 2025™ project is led by a consultant with extensive experience acquired in leading international consulting companies

02

PROFOUND EXPERIENCE

Strategy 2025™ was created by consultants who have developed strategies for over 100 major international and Russian companies

03

AFFORDABILITY

Never before has a product of such exceptional quality been affordable for small and medium-sized enterprises

04

COMPREHENSIVENESS

Our product is comprehensive and suitable for companies from any industry

05

EFFICIENCY

We create a strategy at the quality level of leading international consulting companies in record time – 4 weeks

06

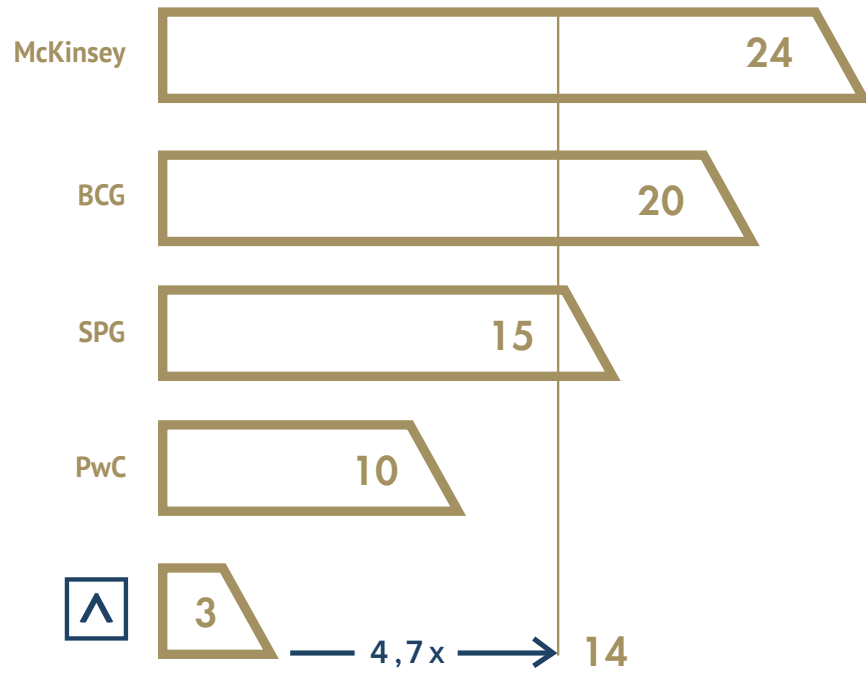
WIDE COVERAGE

We can develop strategy 2025 for all companies regardless of their geographic location

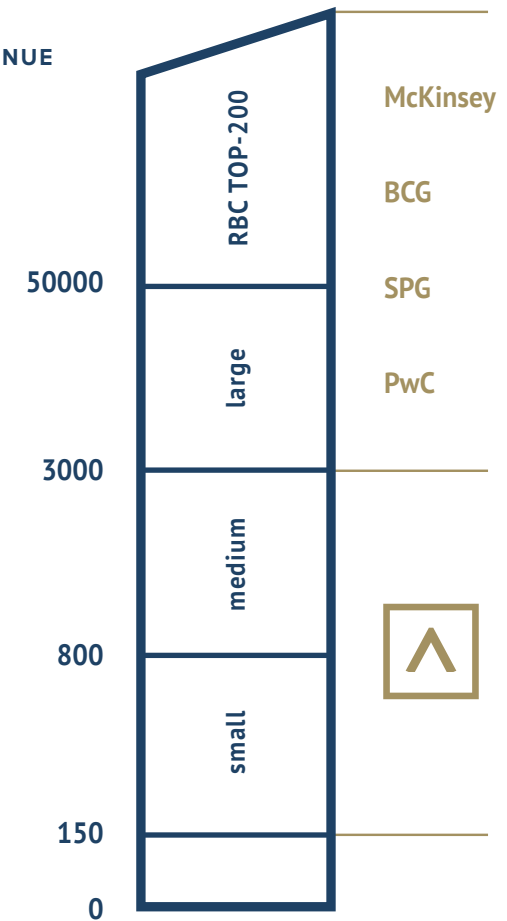


CHARACTERISTICS OF A STRATEGY DEVELOPMENT PROJECT

STANDARD COST
OF A CONSULTING
TEAM PER MONTH
M RUB.



CONSULTING CLIENTS
SEGMENTATION
BY ANNUAL REVENUE
M RUB.





NEXT STEPS

01

FILL OUT
AN APPLICATION FORM
ON THE WEBSITE

STRATEGY2025.RU

02

DISCUSS DETAILS
WITH OUR
CONSULTANT
BY PHONE
OR IN PERSON

+7 (495) 662-99-29

03

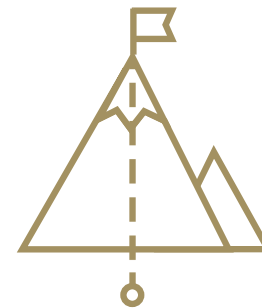
ASSESS
THE AVAILABILITY
OF REQUIRED DATA
AND CHECK WHETHER
TOP MANAGEMENT
CAN ALLOCATE THE
NECESSARY TIME
TO THE PROJECT

04

NEGOTIATE
PROJECT
REQUIREMENTS
AND AGREE
THE START DATE
WITH OUR
CONSULTANT

05

SIGN THE CONTRACT





**ASCENT
TOWARDS
MAJOR
ACHIEVEMENTS**



**MOSCOW
CONSULTING
GROUP**





MOSCOW CONSULTING GROUP – THE FIRST RUSSIAN CONSULTING COMPANY COMPLYING WITH STANDARDS OF GLOBAL MANAGEMENT CONSULTING FIRMS



FLEXIBLE BUSINESS MODEL

Moscow Consulting Group employs advanced business model unique for Russia and based on a flexible approach to forming project teams – combining in-house consultants with carefully selected independent consultants and industry experts.



TOP LEVEL CONSULTANTS

Our consultants are of the highest caliber. They come from top-tier consultancies (McKinsey, BCG, Bain). The quality of our consulting pool allows us to select people who bring the most relevant expertise to each project.



COST EFFECTIVE SOLUTION

Our variable project costs and low overheads allow us to provide best consultants at significantly lower cost compared to the consulting industry giants while delivering high quality results.



LARGE NETWORK

We work with over 500 consultants and with over 1 000 experts from more than 25 countries. MCG partnerships are located in Russia, Lithuania, Belarus, China, South Africa, UK and USA.