

The Lighthouse Case

A passion for ideas, people and client
service

How to become

BIGGER, BETTER, BRIGHTER!

Fontys International Project Week

22-24 April 2009

This presentation treats:

- 1. What is Management Consulting?**
- 2. What is Lighthouse Russia?**
- 3. What does Lighthouse Business Development do (and where)?**
- 4. What are the sectors Lighthouse is mostly active in?**
- 5. Who are our clients?**
- 6. Unique contribution of Lighthouse**
- 7. Why do companies use Lighthouse?**
- 8. How do we help our clients?**
- 9. How do we get our clients?**
- 10. How do we keep our clients?**
- 11. What makes a good consultant?**
- 12. What do we strive for?**
- 13. Conclusions and questions**



What is Management Consulting?

1. Broad functional view

To help a client obtain information and advice which leads to real and lasting solution of a problem.

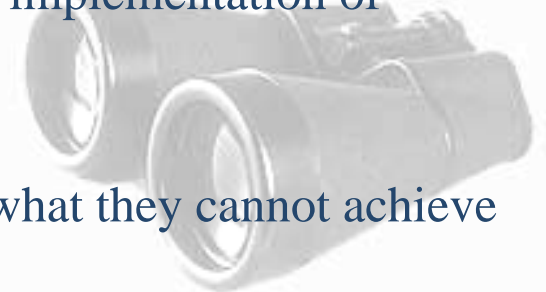
Or to try to change or improve a situation with or without having actual control over the implementation.

2. View of Management Consulting as a Professional service with specific characteristics

Advisory service contracted for and provided to organizations by specially trained and qualified persons who assist, in an objective and independent manner, the client organization to identify management problems, analyze such problems, recommend solutions to these problems and help, when requested, in the implementation of solutions.

3. Simple view

Consultants are “enablers” enabling their clients to achieve what they cannot achieve themselves in the same time and for the same cost.



What is Lighthouse?

Lighthouse Russia is a consulting company that provides hands-on business support, management services and strategic advice to companies active on the Russian market.

Our services are based on our in-depth knowledge of Russia and our extensive experience with doing business in Russia.

Lighthouse Business Development – provides sector wide strategic consultancy and hands-on management services. Employing 15 FTE

Lighthouse Energy Investments – initiates, operates and invests in heat and power generation projects. The company is also involved in Energy Efficiency projects and Energy Performance Contracting.

Lighthouse Market Makers – provides Western companies with commercial and sales support on the Russian market



The Lighthouse Team

Name	Function	Expertise
Jeroen Ketting	Managing Director	Negotiation, Mediation, Project Management
Birgit van Oehsen	Commercial Director	Client relations, Project Management, Tax & Legal Affairs
Elena Klabko	Financial Director	Tax & Legal Affairs
Geert Groenewegen	Senior Consultant	Consumer goods, Retail (market makers), Marketing
Maria Lukyanchuk	Senior Consultant	Consumer goods, Retail (market makers)
Vincent Duynhouwer	Senior Consultant	Energy, Project Management, Marketing
Victoria Goncherova	Senior Consultant	Project management
Jildau Boerma	Consultant	Marketing
Olga Porfiryeva	Consultant	Energy, Industry, Consumer Goods
Daria Galkova	Consultant	Agriculture
Alexander Alhimenkov	Consultant	Design, Industry
Anya Pantyukova	Office manager	Support of Clients

What does Lighthouse Business Development do (+where)?

- 1. We help our clients establish themselves and reach their business development targets in Russia (and on Russian speaking markets).**
- 2. We do this by providing practical information, advice and hands-on assistance in the implementation of the advice. We create the enabling environment for our clients.**
- 3. Our advice helps the client to place its business in the proper Russian political, commercial, cultural and legal context.**
- 4. We focus at concrete results and take responsibility for these results.**



What are the sectors Lighthouse is mostly active in?

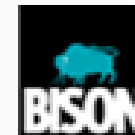
1. agribusiness
2. food processing
3. industry and manufacturing
4. retail and consumergoods
5. oil and gas
6. energy



Who are our clients?

1. Small businesses (10%)
 - Up to few million €turnover. Owner involvement.
2. Medium sized businesses (50%)
 - From ten to several hundred million €turnover.
3. Large businesses (20%)
 - Multinational businesses of more than a billion €turnover
4. Governments and Institutions (20%)

Our clients interact with other businesses who may be end-users of goods and services or intermediaries (selling to other businesses or consumers).





Unique contribution of Lighthouse:

We enable companies to better do their business in Russia, by helping them to deal with the specific Russian business culture and characteristics bureaucracy, language barriers.

We approach our client's business as we approach our own business.

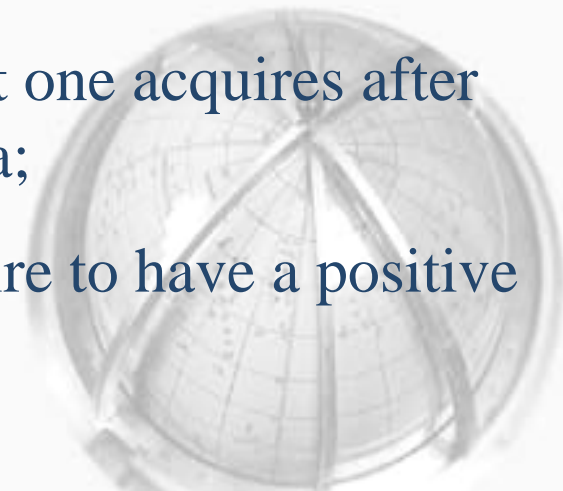
We bring our clients:

1. Market knowledge and skills specific to the Russian market
2. Experience in business development in Russia
3. Network in Russia
4. Capacity
5. A 'will do' attitude



Why do companies use Lighthouse?

1. We help businesses get more value from their interaction with other businesses;
2. We increase competitiveness of our clients;
3. We provide tailor-made solutions;
4. We help the client avoid mistakes;
5. We provide the client with the information that one acquires after having extensive business experience in Russia;
6. Lighthouse is driven by ideas and a strong desire to have a positive impact on clients.



OUR CLIENTS NEED:

Client needs

Information

**Informed opinion
Russian context**

**Market
expansion**

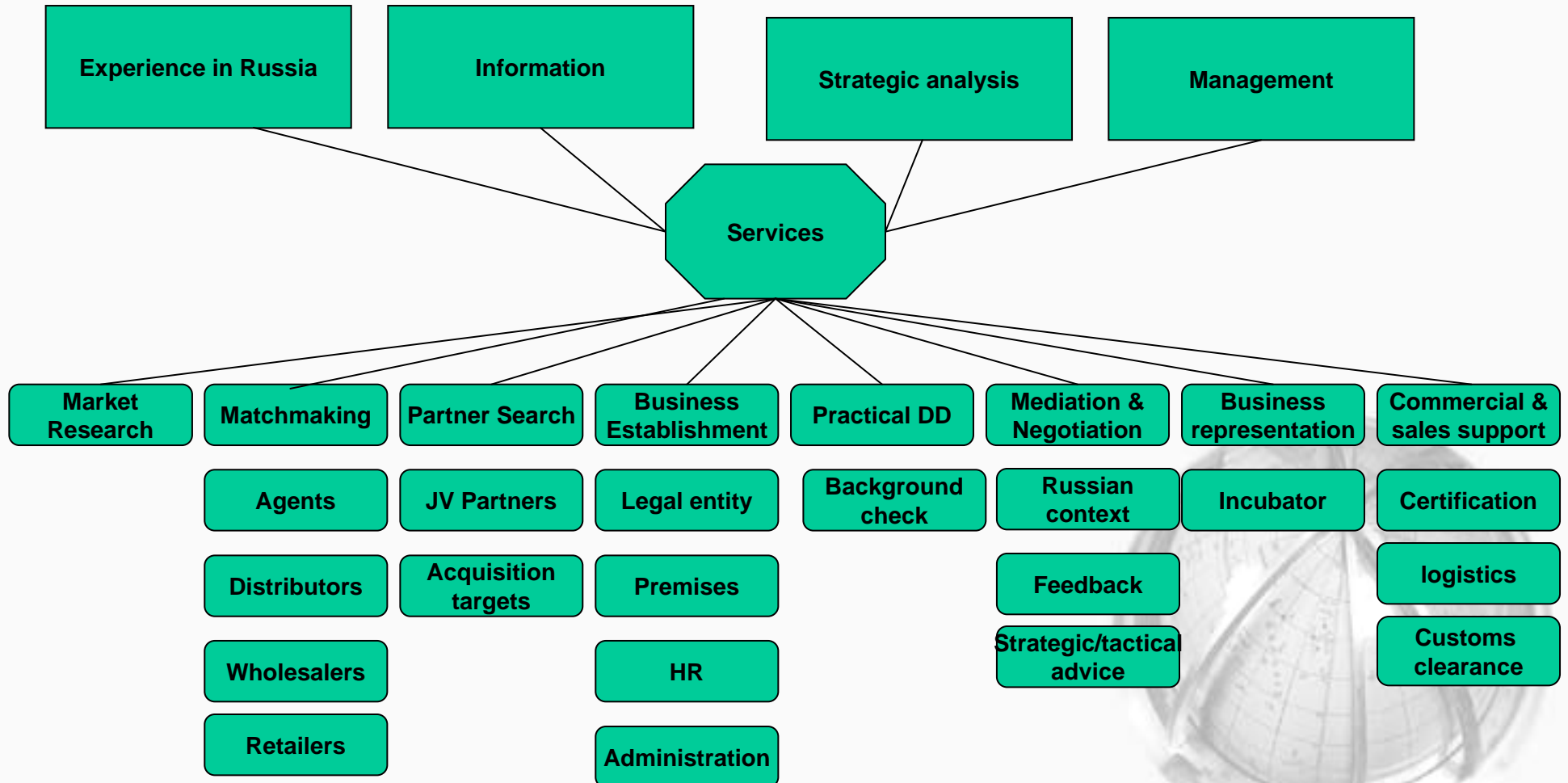
**Business
Establishment**

**Conflict resolution
Efficient
negotiations**

**Our clients need concrete results within a reasonable
timeframe and budget.**



How do we help our clients?



The process of helping our clients I (Experience in Russia)

- By understanding:
 - Russia
 - Society
 - Politics
 - Economy
 - Country
 - Soul
 - The Russian language
 - Russian Business Culture
 - How to use effectively the Russian business network
 - How to get things done

The process of helping our clients II Information

- By understanding:
 - The client's current position
 - The client's aims
 - The client's environment
 - Market
 - Competitors
 - Enablers (Agents, distributors, wholesalers, retailers)

The process of helping our clients III Strategic Analysis

- By understanding:
 - What can be done better
 - How this can be done better
 - Working with a better partner
 - Having a stronger establishment in the market
 - Developing or changing the business model (e.g. from export to adding value locally)
 - Advising on implementation

The process of helping our clients IV Management

- By helping the client take the next step(s):
 - Finding the right (better) partner(s)
 - Putting the business on its feet
 - Establishing a stronger market position
 - Mediating problems
 - Negotiating business
 - Sales management
 - Logistics

How do we get our clients?

1. Show that Lighthouse KNOWS, CAN and DOES!
 2. Image and Exposure
 - Presentations
 - seminars, trade delegations, business clubs, large commercial groups
 - Articles
 - newspapers, newsletters, trade journals
 - Networking
 - Eastern Europe seminars and events (receptions, celebrations), visit exhibitions, contacts in airplane, etc
 - Market communication
 - flyers, business cards, website, banners, mailings
 - Business development
 - tenders, projects, new ideas
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How do we keep our clients?

By being a good consultant....



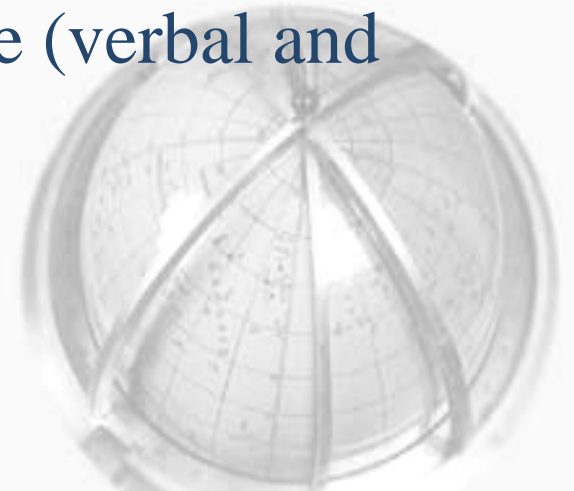
What makes a good consultant?

Inherent characteristics:

- Sincere involvement
- Integrity
- Common practical sense
- Entrepreneurial attitude
- Readiness to always over perform

Acquired characteristics:

- Knowledge
- Network
- Experience
- Language (verbal and written)



A Passion for:

1. Ideas

1. The product is an idea, an insight, a suggestion, a way of thinking
2. We like problem – diagnosis, - framing and – solving
3. We like writing and presenting

2. People

1. We connect through charm, humor, listening or hard work
2. We enjoy understanding and communicating with clients

3. Client service

1. We're always working to help others
2. We have a personal commitment to excel in meeting our client's needs
3. Only through personal excellence does consulting become truly enjoyable

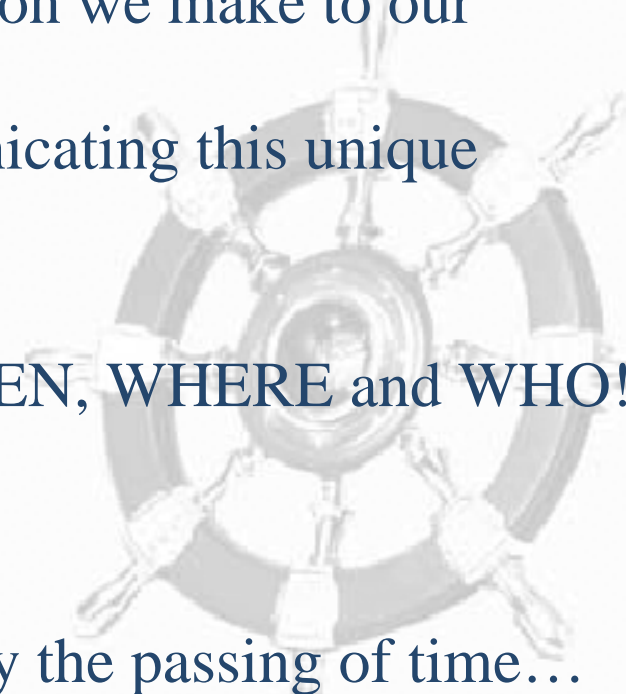


In other words, the successful consultant:

- Identifies his/her client's significant problems;
- Persuades his/her client to act on the problems by researching them;
- Organizes a diversified task force of his/her own firm and coordinates its activity;
- Fully utilizes the insights and staff work available in his/her client's organization;
- Uses the full conceptual power of his/her own project team;
- Successfully transmits his/her findings to the client and sees that they are implemented;
- Identifies the succeeding problems and maintains and invests in the client relationship;
- Fully satisfies the client expectations that were raised;
- Does all these things within a framework of the time and cost constraints imposed by him/her self or the client.



What do we strive for? > BIGGER, BETTER, BRIGHTER!

1. To continuously enlarge the competitive advantage over our competitors
 2. To continuously improve the unique contribution we make to our clients
 3. To continuously improve our ways of communicating this unique contribution to our clients
 4. To continuously increase our network
 5. To keep on asking WHAT, WHY, HOW, WHEN, WHERE and WHO!
 6. To Keep It Simple
 7. To add value to our employees
 8. To have fun, as happiness is the ability to enjoy the passing of time...
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- A large, semi-transparent image of a ship's steering wheel is positioned on the right side of the slide, partially overlapping the list items.

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