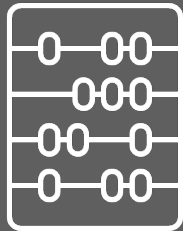




Healy
Consulting
& Advisory



**What problem
are we solving?**

ORIENTATION

To The Leadership Team:

I work for management teams that want to get things done, and get them done right. For companies that still believe in positive cash flow, and profit, and earnings per share. For organizations that want to align strategy with stakeholders and employee behaviours. This is becoming oldfangled. It is what it is.

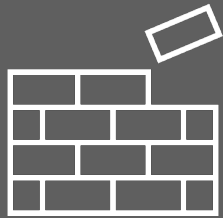
Now for approach and style... if you are looking for a consultant with a battalion of analysts who will descend on your business, tie up your team with data requests, spin you back slides with metrics you don't recognize and charts you pretend to understand, and so on... I'm not your guy. There is a time and place for this type of strategy work. It's just not how I work.

If on the other hand you are pining for common sense, and logic, and getting to the heart of the matter, as Don Henley likes to say, then I'm your guy. Plain English, not buzzwords. Straightforward business math, linked to your P&L. A no-nonsense strategy you can explain in less than two minutes. Clever branding you will be proud of and customers will gravitate to.

We'll figure out what you really need to do, and make a very specific plan to do that. Or we'll figure out what you're really trying to say, and just say it, in a way that resonates. Or both.

Best,

Mark Healy



**It's not that
complicated,
but we often
make it
complicated.**

Context Before Strategy, Strategy Before Structure, Structure Before Resources

The majority of business decisions contemplated/ debated/ made on a day-to-day basis are Resource questions.

- Should we increase the budget or decrease the budget?
- Should we hire one or two people?
- When and how should we launch the product – actually, should we launch it at all?
- How should we cut costs to protect margins? Etc.

The shoulds... This is very understandable. The world does not stand still. Budgets are due when they are due. Employees leave and have to be replaced. Competitors are not complacent.

But. The answers are often not straightforward, and like all good business answers, it depends – it depends on the structure that has been constructed, to serve the strategy devised, to best take advantage of the market and internal context.

Sorting these pieces out, in order, is critical.

Get The Facts. Tell The Truth. Make A Plan.

Organizations often believe they struggle with getting the facts – the true market size, the shifting competitive landscape, the market share, and so on – or with making a plan, a plan that balances the logical and pragmatic with the sophisticated and wow-factor, and yet is doable.

My experience is different. My experience is not that.

It is telling the truth which is actually the hardest part. Sometimes it is a forest-for-the-trees scenario. Most of the time it is an unwillingness to address, factually and objectively, poor decision making/ bad luck/ poor performance/ inadequate or incorrect analyses/ internal gripes and turf wars, and the like.

Embracing the truth, and setting strategy, in this order, is also critical.

Strategy often falls apart over people, politics, loyalties, and emotions.

Strategies fail for lots of reasons. Most of the case studies are analytical and, if we are honest, somewhat academic. 'They didn't see the disruptor coming. They didn't pivot quickly enough. They underestimated changing marketing conditions and customer preferences.' Etc.

Okay. Are these true? Sometimes. However, most strategies fail from the outset. When they are developed. Politics and emotions and loyalties get in the way – an unwillingness to tackle conflict or lingering beefs, a well-meaning but misplaced desire to see a manager succeed, having the right people in the right seats for the past but the wrong ones in the wrong seats for the future – and so on and so forth.

These are organizational and strategy killers, creating manipulations and dangerous interpretations of the facts, and a strategy and plan doomed for a continuation of the status quo, or mediocrity, or outright failure.

Strategy isn't difficult, it's hard.



How can I help?

SERVICES

Facilitation

Engaging and hard driving strategy and retreat facilitation, via single-day or multi-day structured workshops. No boilerplate approaches, teams feeling galvanized around ideas, and outcomes which can be actioned quickly.

Planning

Annual, multi-stage structured planning processes, designed around a Context -> Strategy -> Structure -> Resources orientation. Full management team and board participation, supported by guided pre-work, and full budget/ plan deliverables.

Strategy

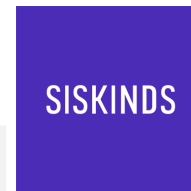
Begin with rigorous problem definition, move quickly to framing and fact basing. Analysis leading to real insights. Sober second thought and debate. Strategy grounded in reality and tied to Mission/ Vision and to KPIs/ financials.



Selected clients & partners

CLIENTS

SATOV



Waterstone
HUMAN CAPITAL

Gyptech
Proven Technology Worldwide



theScore



CARI-MED LTD.



NGen
Next Generation
Manufacturing Canada

PI PERIMETER
INSTITUTE

innovationpei



About Mark

CONSULTANT & ADVISOR



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Tennis player. Hiker. Oyster enthusiast. Father of two girls.
Paris, ON.

Mark is a skilled facilitator known for framing problems with precision and a hard-nosed approach in the room. A recognized subject matter expert on corporate strategy, strategic planning, growth strategy, and re-branding, Mark brings to his clients big ideas, sound fundamentals and a track record of transformation leading to double & triple digit improvements.

Mark has worked with large, global clients with boots-on-the-ground experience in Canada, the US, the UK, Mexico, Brazil and China – as well as with private companies, industry associations, NGOs and Governments. More importantly, he has sat in the chair. In addition to his current work with MHC, Mark owns a high growth local food business and previously held positions as an Executive Director at a Business School, CMO at a National Sports Organization, Partner at a Management Consultancy, and Head of Strategic Planning at an Agency. His coaching tree includes alumni now working at: McKinsey, BCG, Ideo, Uber, Bain Capital, and Google, among others.

Mark's current mandates include acting as an Advisor at The Perimeter Institute for Theoretical Physics in Waterloo, sitting on the board of the publicly traded BIGG Digital Assets in Vancouver, and building out the corporate structure of the Canadian conglomerate AV International.

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