



## COMMERCIAL IN CONFIDENCE

### Quarter 3-2014



- Defence, Aerospace & Homeland Security
- Systems, Innovation & Technology
- Specialist Vehicles, Design & Engineering
- Automotive Development & Componentry
- Transport, Infrastructure, Plant & Equipment
- Freight, Handling, Logistics & Distribution
- Energy, Renewables, Oil & Gas
- Environment & Wastes Management
- Professional & Financial Services

## **A quick thumbnail**

Adrian Graves founded his strategic consulting, business development, marketing and corporate affairs practice in 1980, having spent the previous decade in commercial and industrial management. Today, the Adrian Graves Organisation provides consultancy services and advice to commercial, technology, industrial and manufacturing clients from start-ups and spin-outs, through the SME, Tier 1 and Tier 2 supply chain spectrum to divisions of major international companies and Primes.

AGO is known especially for its in depth knowledge and experience of specialist industries including aerospace, defence and security, transport, logistics, infrastructure, automotive, componentry, technology, engineering, energy, environmental, industrial manufacturing – and the related financial and service sectors which support them.

Effectively, Adrian acts as an extension of the client's internal management team and his work includes strategic advice and planning, positioning and market entry, marketing and communications, public relations and corporate affairs, internal and external stakeholder relations, procurement support and corporate finance. He has been involved with innovation and enterprise initiatives, inward investment, import and export activities and has worked with organisations on both sides of the public sector and privatised environment.

### **AGO's track record speaks for itself ... Here are a few examples:**

**Major Prime Contractor, Technology & Defence Systems Group** – Conducted a strategic review of specialist business unit to realign and reposition its activities to be more appropriate and relevant to external markets and customers. Subsequent rollout stages, including research, identification of synergetic SMEs and establishment of strategic alliances, teaming agreements, bid partnerships – and potential acquisitions.

**Defence, Homeland Security & Emergency Services Vehicle Integration** – Delivered a communications and business development strategy to reposition an established vehicle converter as a Prime and Tier One contractor in its own right. Launched new concept military vehicle into target world markets and identified and facilitated introductions for major programme strategic alliances, bid partnerships and potential future licensed manufacturing. Support for non-military commercial activities, including blue light emergency services sector and the acquisition of a composites production company.

**Breakout Technology Products** – Invited to advise a small innovation group with a range of new and potentially market disruptive safety products aimed at sectors including motorcycle, motorsport, emergency services and military. AGO's work included participating in an international investor road show in the Middle East, supporting a round of early market and pre-revenue funding and identifying potential strategic partners for a number of specialist niche sectors.

**Automotive / Motorsport Design, Development & Engineering Services** – Provided an eight-year full outsource function to support the European operations of a global group – and subsequently assisted the UK-based BIMBO team both during and following acquisition of the business from the American parent.

**Specialist Vehicle Equipment, Trailer, Mobility Solutions & Integration Engineering –**

Retained to deliver strategic consultancy programme including business development, marketing and communications, across specialist sectors such as defence and security, aerospace, construction, plant and equipment, the extraction and quarrying industries and wastes management. Turnkey brief includes building awareness, profile and market positioning; supporting acquisitions and site relocation, top level visits and presentations and new/specialist product introductions.

**Major Quad & ATV Manufacturer –** As part of a small start-up team, responsible for UK market entry strategy, including creation of local market subsidiary company infrastructure, recruitment of direct dealer network and full, multi-level communications and marketing support during launch and business development phase. Brand, product and subsidiary company established as key player in UK market within one year.

**Emerging Markets Oil & Gas –** Provided Board and senior management strategic advice and industry communications programme to support development and exploration ambitions in emerging markets. This included a highly sensitive investor relations road show in Europe, followed by the subsequent acquisition of a mature operating company as a vehicle for ongoing production.

**Independent Design, Development & Engineering House –** Effectively as a member of the management team, developed and planned a future growth strategy for the company, including a review of structural options. Defined lines of business within logical market sectors, including mainstream automotive, materials handling, engineering services, sports/leisure and defence. Created a master business plan to provide management with a clear, logical and commercially sound vision of the business going forward – and to attract investor, strategic partner and/or acquisition interest.

Positioned the business as a centre of excellence and the design partner of choice in the highly specialised global niche market for protected vehicles – covering both third party clients and in-house projects. Provided cross practice business development, marketing and corporate affairs support related to home market and export sales, key customer programmes, competition and bid requirements, trials, issues management and major events. AGO retained as adviser following acquisition.

**High Performance Lighting and Firearms Accessories –** Provided a market entry strategy, advisory and facilitating role for a small scale import agency / distributor wishing to diversify its customer base to include the emergency services, defence and public sectors. AGO supported the company's development from initial approaches, through introductory meetings and presentations, to first orders – secured within six months.

**Specialist Military Equipment –** Undertook the highly sensitive task as succession planning adviser to a small privately owned specialist equipment company. Very successful over many years in a competitive niche market – but had not defined its forward strategy to take account of a significant proportion of its senior management reaching retirement age at the same time. AGO assessed the options for the business and incumbent management going forward, including identifying potential acquirers – or investors who would back an alternative management buyout.

**Major Energetics, Munitions, Countermeasures, EOD, IEDD & Defence Products Manufacturer –** Brought in as a defence industry specialist, to develop and implement a worldwide, sector-targeted awareness and profile building programme, primarily in support of key industry events and acquisitions.

**Geophysical Modelling Systems** – At the request of investors and shareholders, developed and delivered a market entry strategy for the RoW defence sector for a Silicon Valley-based leading edge computer technology company with global aspirations. AGO introduced the company at a major international defence event as its debut outside the US. Enquiries at the end of the five day event included opportunities for production or licensing of the technology in more than ten countries.

**Specialist High Mobility Vehicles** – Delivered a ten year cross-practice international programme, including communications, marketing and business development. Supported management from initial importer status and market entry phases, through to acquisition and relocation of production to the UK. Introduced City P/E investing partner into the manufacturing business – and subsequently supported the company's growth and product development – ultimately leading to a successful exit and sale with a substantive multiple.

**UK Regional Airport** – Acted as industry specialist adviser to Government and airport management during the privatisation of a major regional civilian and military airport. Subsequently retained as principal adviser to the successful MEBO team during a period of significant change – and until a highly successful exit trade sale.

**Small Composite Insurer** – Evolved and delivered business development strategy designed to build critical mass and diversify product range – to create the UK market entry platform for a major European composite insurer. Supported a wide cross-practice programme, including communications, marketing, product development, recruitment and underwriting – to grow the mule entity prior to reversal and rebranding.

**Global OE Manufacturer** – Acted as consultant director and team leader for pan-European market entry programme for new technology vehicle safety systems. Programme rolled out in all key target markets simultaneously through AGO's EU partner network. Objective to establish local market business units and operating subsidiaries - and develop and mature the marketing function until integrated as an internal management role. Five year programme objective delivered twelve months ahead of target.

**European Truck OEM** – Provided full outsource press, public relations, advertising and marketing services function during UK market entry phase, including product launches, dealer network support, exhibitions and road shows. Manufacturer subsequently taken over and integrated within major global manufacturing group.

**Auction of Civil Passenger & Freight Aircraft (US)** – Delivered a global, cross-time-zone media and marketing campaign to raise and recruit support amongst pre-auction buyers and sellers, including auction catalogue, aircraft technical information, reserves, lots, etc. – and ultimately, support for the event itself – in Las Vegas.

**Directly Regulated Financial Services Practice** – Appointed consultant adviser and subsequently non-executive Chairman of a regulated financial services practice, during restructuring, turnaround, preparation for RDR – and subsequent realignment and repositioning of the business.

**Managed Co-products & Bulk Transport** – Branding, positioning, marketing and communications brief for twinned companies which operate specialist haulage and bulk liquids fleets. Programme includes supporting niche target market entry, building industry awareness and profile, vehicle livery design, marketing material and website content – and more recently, business growth and diversification into international operations and training.

**Forestry & Related Handling Products** – Fulfilled long-term strategic marketing, business development and communications brief, including supporting management through two generational MBOs. Customer base covers growers, harvesters and contractors within UK timber industry, offshore oil and gas, handling equipment and hydraulics engineering.

**Componentry & Equipment** – Fulfilled briefs for SME companies involved with a wide range of componentry and equipment including axles and suspension systems; wheels and ancillaries; body fittings; central lubrication; loading systems and hydraulics; vehicle electronics and tachograph systems, enforcement and commercial weighing equipment; logistics software and online freight systems.

**Inner-City Energy from Waste** – Supported complex internal and external multi-stakeholder and community relations programme to support the commissioning and subsequent initial operating phase of a major EfW facility, located in a high-density population inner-city area.

**Corporate Governance Challenge on behalf of Small Shareholders** – Conceived and implemented a high profile Boardroom challenge by small shareholders of a quoted PLC. Campaign supported through the creation of a dedicated website, extensive use of City and investor chat rooms, presentations to key institutional investors and media support.

**Commercial & Specialist Lines Insurer** – Delivered market awareness and UK business development strategy for international underwriter with specialist lines including transit-marine, shipping, aircraft, freight and specialist products. Launched pioneer broker online underwriting system for small commercial lines business. Implemented major strategic communications programme, designed to attract takeover interest – and supported rollout during subsequent acquisition.

**Advocacy on behalf of SME Businesses** – Directly involved with the establishment of a national bank and insurance customer association in the early '90s, subsequently becoming its Chairman. Acted as its City and business advocate and spokesman – particularly on behalf of small business customers – throughout a period of rationalisation, M&A, branch closures and the (Government commissioned) Cruickshank Report into Competition in UK Banking. Became a regular programme and studio guest on all the mainstream UK-based radio and television channels.

**Hydraulic Rams, Cylinders and Precision Engineering Products** – Developed strategy to reposition a small manufacturing company challenged by high risk exposure and reliance on a major customer in financial difficulties. Identified wider range of target markets and sectors and raised both awareness and profile of the business to successfully mitigate its commercial exposure.