

A woman with dark hair, wearing a white shirt, is pointing with a blue marker at a whiteboard. The whiteboard has handwritten notes and sticky notes. In the background, other people are visible, including a man in a white shirt and tie. The scene is set in a bright, modern office environment.

**edmundson.group**

*Capabilities*

# About

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Edmundson Group is a strategic consultancy delivering intellectual capital, domain expertise, entrepreneurial know-how and powerful business tools to solve the challenges facing stakeholders of private, mid-market companies.

We are not career consultants. We developed our consulting approach as owners and operators like our clients. Together, our managing partners have owned or operated 9 businesses, worked with over 2,000 mid-market businesses in the United States, Canada, Australia and the UK, and touched over 24,000 businesspeople with our offerings.

# Our Work

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In our work we deliver the same set of business tools, processes and proven assessments that we've used throughout our careers to positively impact the greatest challenges faced by leaders of mid-market companies:

- **Leadership and people**
- **Marketing and distribution**
- **Operational performance and financial modeling**

# Principals

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**Ken Edmundson**  
Managing Partner



**Jim Sagar**  
Partner



**Nick Setchell**  
Partner

# Ken Edmundson

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## areas of expertise

- Leadership and people
- Board and executive management
- Organizational culture and values
- Hiring and career guidance
- Restructuring and turnaround
- Private company strategic planning
- M&A and transition planning

## career highlights

- Owned, operated and managed five private, mid-market companies
- Assessed more than 5,000 executives, trained more than 3,000 people and personally coached 300 CEOs
- Former Vistage CEO peer group leader and CEO keynote speaker
- Certified in top organizational culture, leadership performance, teamwork and personality methodologies

During the first 30 years of Ken's career, he was focused on growing mid-market companies to create value and prepare them for acquisition. As the president, CEO and COB of three different companies in three different industries, Ken was able to achieve success – creating annualized value increases of 15%, with each company selling for a multiple between 8 and 15 times earnings. Ken has also been a venture capitalist and chair for Vistage, the world's largest CEO organization.

# Jim Sagar

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## areas of expertise

- Strategic marketing
- Market economics / growth
- Emerging technology
- Content and digital marketing
- Growth strategy
- Startups

## education & career highlights

- BA, Economics, Communications, University of Michigan, 1992
- Co-founder & Board of Directors member for Medelis from inception in 2003 to sale in 2016
- Partner, Growth for Venture51 working on emerging markets

Jim has always been fascinated by markets and economics – both the macro and the micro – from new products and services to distribution to brand building to product psychology to leveraging technology for growth.

As a partner in the Edmundson Group, Jim shares his experiences and knowledge with the leaders of private, mid-market companies by designing and implementing modern marketing strategies for today's digital marketplace. In addition to his consulting work here, Jim serves as the CEO and co-founder of Qlutch Marketing, Inc., and Partner, Growth at Venture51.

# Nick Setchell

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## areas of expertise

- Financial analysis
- Business value & valuation
- Market economics / growth
- Business leadership and decision making
- CEO workshops and speaking

## education & career highlights

- BA, Economics, University of Adelaide, 1985
- International Speaker of the Year Award from Vistage UK
- Top 3 speaker recognition by Vistage USA
- Founder and CEO of RealTime CEO

Nick has chosen to build his career as a passionate contrarian, advocating of the use of powerful financial modeling tools and changing the out-dated financial reporting techniques and management concepts that end up preventing many companies from reaching their true potential.

Nick has conducted over 200 CEO workshops over the past 12 years and analyzed in excess of 1,000 businesses based in the United States, Australia, Canada and the UK. In addition to his consulting work here, Nick serves as the CEO and founder of Practice Strategies, creators of the RealTime CEO financial modelling software.



# Focused on the Mid-Market Company

Being former owners, operators and investors in mid-market companies enables us to understand the challenges you face and how to deliver solutions that work.

We're driven by delivering results – it's in our DNA. We don't get paid for just giving advice that you can't use.





## Who Engages Us

We work with private mid-market companies in North America, the U.K. and Australia; family office investment groups; serial entrepreneurs and investment banking groups.

All of our work is strategic, so we work with the stakeholders who have the most to gain (or lose) in the business. This includes owners, investors and executive leadership teams.



# When They Engage

## Executives, owners and company stakeholders engage us when they:

- Are looking to strengthen, change or merge their company leadership
- Need to create more value in the company for owners
- Need guidance hiring key executives or managers
- Want to improve the perception of their brand
- Want to become the biggest player in their market
- Are preparing for a company sale
- Are revising ownership structure
- Want to assess their people, culture or prospective hires
- Are dealing with multiple family ownership challenges
- Want to assess, change or revise the company culture
- Are nervous about how the future is affecting their market and company
- Wish to benchmark their CEO performance against the competition and other industries
- Want to compare their performance with competition and other markets

# Locations

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**edmundson.group**

*Services*

A group of business professionals in a meeting, looking at documents on a table. The image is overlaid with a semi-transparent grey box containing text.

# Services

## Leadership Development and Training

### **Leadership Performance Dramatically Impacts Organizational Growth and Net Income**

Knowledgeable leadership is a necessity to create and grow a strong and valuable company. Studies show that the performance of senior leadership dramatically impacts net income and stock price growth, as well as the value of private companies.

Companies with a strong and consistent application of the five key leadership practices have achieved net income growth of 841 percent versus a negative 49 percent for companies with a low incident of leadership practices. Similarly, stock price growth was 204 percent for strong leadership practices companies compared with only 76 percent for companies with a weak implementation of leadership practices.



# Services

## Communication Training

### **Scientific Research Has Created New Approaches to Teaching People How to Listen, Understand and Effectively Engage**

When you ask business owners about the top three concerns they have about their business, you almost always hear the following: people, sales and customer loyalty. These aren't addressed in the silos of HR, sales and customer service; the reality is that all three of those fall under one category – communication.

Most issues, whether it's culture, teamwork, marketing, hiring, coaching and sales require skilled communication.

## Strategic Planning

### **Replace the Philosophy of “Hope and Adjust As We Go” with a Defined Plan**

The term “strategic plan” is more often considered by mid-market company leaders as a need uniquely reserved for the enterprise public companies. In reality, having a well-defined, comprehensive and clearly communicated strategic plan is more critical for a mid-market company.

Whether your plan is a one-year, three-year, five-year, or even ten-year strategic plan, it’s essential to develop that roadmap rather than “hope” it all works out or use the typical mid-market strategy that sounds like this: “We will adjust as we go, because how could I know what is going to happen a year or three from now?”

We provide the templates, framework and guidance to produce your one-year, three-year, five-year, seven-year or even ten-year strategic plan which covers both your public and your private agenda.

Services

# Organizational Values Study and Assessments

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## Your Values Have to Be Engrained Into Every Part of and Into Every Person in the Organization

If the quickest way to dramatically improve overall business performance is to improve organizational culture, the quickest way to destroy business value is for people to hold values that contradict what your culture represents. Just think about the monumental failures at companies like Volkswagen, Enron, World Com and Stanford Financial that were caused by a misalignment of values to culture.

The difficulty with values is that they don't show up on a balance sheet. And just because you've crafted a nice mission statement or posted your values in the breakroom doesn't mean they're real.

How do you know whether your people adhere to the actual values that guide your organization? We can measure your values using validated assessments to quantify them and provide evidence of how they guide your daily actions and beliefs, or how they're misaligned.



Services

# Team Effectiveness Training

## **We Teach the Seven Specific Skills That Enable Teams to Perform at the Highest Level**

Teams are the source of most of the productivity, creativity and reliability in organizations. Work and play are both successful — or not — because of the quality of teams performing the mission at hand.

When a team engages emotional and social intelligence to produce its work effectively, members benefit from what we call Collaborative Intelligence. In any team, the ability to understand one another's emotional expressions explains over 40 percent of the variance in team performance.



Services

# Organizational Culture Assessments and Evaluations

## **The Most Effective Method for Improving the Performance of Your Entire Organization**

The quickest way to dramatically improve overall business performance is to improve organizational culture.

We use a set of diagnostic surveys from the Denison Organizational Culture Model, is used by more than 5,000 companies worldwide, including HP, NASA, jetBlue Airways, ABC Disney, Northrop Grumman, THAAD, RJ Reynolds, Pulte Homes and the Defense Logistics Agency (DLA).

We'll benchmark your culture scores against other higher and lower-performing organizations worldwide. These survey results provide a measure of your organization's progress toward achieving a high-performance culture and optimum results.

Services

# Emotional Intelligence Assessments and Training

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## **Science + Expertise to Achieve Optimal Performance from Any Executive**

The scientific community has completed a significant amount of research over the past 30 years on personality assessments, workplace assessments, skills assessments and teamwork assessments.

One of the key findings is that the most significant insight for success is learning the skills of emotional intelligence – the 15 learned emotional skills that the most successful individuals carry with them day to day in the workplace.

Services

# Key Executive and Management Hiring

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## A Proven Process for Getting the Right People in Your Organization

Effective hiring isn't an art; it's a science. When you use a defined hiring process you can eliminate the hiring mistakes that inflate expenses, lower the top line and hinder a company's execution.

Every organization that creates high barriers to entry and demands strong accountability, along with constant learning requirements, has a chance to achieve greatness. Low barriers to entry, no accountability, and no requirement for advanced learning create an environment of mediocrity.

Services

# Ownership and Control of the Business Transition Planning

## **Ensure that You Transition Your Years of Commitment to Your Next Owners**

At some point, all mid-market companies arrive at an ownership or control transition point. This is often referred to as a flex point.

With our tools and experience, we're able to offer significant insights into the numerous ways that ownership and control of a business can design and execute a business transition that benefits all parties.

A photograph of two men in business attire. The man on the left is younger, with dark hair, wearing a dark blue suit jacket over a white shirt and a dark tie. The man on the right is older, with white hair, wearing a light blue button-down shirt and a dark blue tie with white polka dots. They are both looking down at a tablet computer held by the older man. The background is a blurred office setting with large windows.

Services

# Career Guidance Assessment and Coaching

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## Discovering the Right Field and Job for Any Individual

Many times, one-on-one coaching by a trained professional is the best approach for overcoming either personal or professional challenges, or to unlock the potential of what you're capable of achieving.

For misplaced executives or transformation or turnaround situations, our career guidance offering has many similarities to our one on-one coaching offering, with a greater focus on finding the perfect career choice, potential employers and best locations to match career goals.

Services

# Transformation and Business Turnaround

## **Our Principals Have 44 Years of Experience with Proven Results**

Turnarounds, or recovery situations, are like flying in clouds without a compass or an altimeter. If you find yourself in a turnaround situation (as many have done throughout their business careers), there are 12 things that need to be addressed in order to turn a business away from failure and into a successful and profitable direction.

You need direction to fly straight and level through these difficult clouds. We've worked in turnaround situations with service, manufacturing, financial and technology sector businesses.

A photograph of three men in business attire sitting around a table in a meeting. One man is gesturing with his hands while speaking to the others. The image is overlaid with a semi-transparent blue filter.

Services

# Team Merger and Acquisitions Integration

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## **We've Guided Numerous Organizations Through Complex Mergers and Integrations**

Most merger and acquisitions fail to achieve the financial results that the original owners anticipated. Differences in corporate culture and how teams interact are the main causes of this failure.

Placing individuals into teams or integrating teams from mergers or acquisitions requires specific knowledge and insights to make it work. What's required to create performance teams, and what are the incentives team members want most? One ineffective or corrupt person who operates outside the values or the guidelines of the company can stall or destroy progress at the department or corporate level.



A woman with long brown hair, wearing a dark blazer over a light-colored top and a patterned skirt, stands in a meeting room. She is smiling and gesturing with her hands. Behind her is a whiteboard with a mind map diagram. The diagram includes terms like 'Outsourcing', 'Resource', 'LEARN', 'MARKETING', 'BRAND', 'list building', 'PLATFORM', 'Ads', 'Social Media', 'Passion', and 'BR'. The room has bookshelves filled with books and a desk with papers in the foreground.

Services

# Brand Experience Assessment and Development

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## Successful Brands Deliver a Consistent and Inspiring Experience

Since a brand is an experience, it's influenced by all of the key elements that shape the entire brand experience. This includes your brand personality, brand values, brand means, brand promise, vision, big idea and visual imagery. All of these work together holistically to deliver the brand experience and make an emotional connection with your audience.

A strong, unified brand clearly tells the market where you're positioned and what you stand for. There's no ambiguity and it allows your market to come to you (instead of you fighting for sales). For some large companies, the value of their brand is greater than the value of the rest of their operation.

We work hands-on with your brand stakeholders, your sales and marketing leaders and your market to assess your existing brand strength weaknesses, and create a unified brand strategy.



Services

# Customer Experience Assessment and Development

## Customer Experience Is a Key Driver of Revenue Growth in Today's Marketplace

Your brand experience sets the expectations for your customers on how they'll feel when they become a customer. The customer experience confirms or refutes those expectations. If they're misaligned, your revenue will suffer.

Great brands create a powerful brand experience – a set of customer expectations – and back it up from interaction with their product or service.

We define and refine all elements of the customer experience, including product / service interaction, customer support, client feedback, social sharing, customer experience rating and alignment to the brand experience.



Services

# Strategic Marketing Plan Development

## **Your Competitive Positioning, Brand Strategy, Pricing and Distribution Work Together to Drive Annual Sales**

Strong brands, both business and consumer brands, make an emotional connection with their audience and influence behavior. For most brands, this isn't accomplished by luck; it's a result of the long-term implementation of a strategic marketing plan.

Strategic marketing is about connecting with your audience to influence your buyer's behavior. It's about putting strategy before tactics to guide your marketing and sales activities throughout the year.

Services

# Communications Plan Development

**A Communications Plan is a Detailed Roadmap that Outlines All of Your Marketing Strategies, Tactics, Activities, Costs and Projected Results**

Most business people agree that good planning is essential for business success. Yet most businesses fail to create a written communications plan (aka the “marketing plan”) that is managed throughout the year, instead operating from a budget and chaotic planning every month or quarter.

Producing a good communications plan isn’t easy, and requires a clear understanding of your brand, long-term marketing strategy and the most effective methods for interacting with your market to create and keep customers. The plan keeps your entire team focused on specific goals – it’s a critical resource for your entire company.

After working with you to define your strategy, we’ll write your plan and provide a budget for your team to execute throughout the year.

Services

# Communications Technology Assessment

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## **Analytics and Data Are Reshaping How Many Companies Make Key Business Decisions**

Technology plays a powerful role in distribution today – for accessing your market and supporting your marketing, sales, customer support and product development teams.

For most mid-market companies, it's one of the biggest worries of the executive team.

We'll assess the role and performance of your existing software platforms and data management systems and provide recommendations for optimization and implementation of new systems that are aligned to your distribution strategy.

Services

# Content Marketing Plan Development

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## **Content Marketing Is a Fundamental Approach for Interacting with Your Market in Today's Digital Age**

Content marketing has been around for over a hundred years. But the technology advancements of the last decade have shifted the burden on who needs to create content to effectively communicate with their markets. It used to be for the companies who could afford the big agencies; now it's a requirement for almost every company.

The days of interruption marketing and push marketing are over. People don't trust company-sponsored advertisements; they trust their own research and the feedback from others. Content marketing helps accomplish both.

Services

# Marketing and Sales Department Optimization

## Unit Metrics Are the Driver of Today's Most Successful Marketing and Sales Teams

In most industries, the role of the sales team has changed in today's digital age from persuaders who controlled the buying process to facilitators who supported the buyers as they make their purchasing decisions.

This is a significant change for many companies, affecting the structure of their marketing and sales teams, their personnel, their management approach and the technology that they use to manage each.

We'll map out your optimal buyer journey(s), measure your KPIs at each point and provide a recommended structure for handling how your marketing and sales team work together throughout the buyer journey, and how to manage the effectiveness of each.

Services

# Fiscal Focus Analysis

## **The Standard P&L and Balance Sheet Are Not Designed to Give You True Insight Into Your Real Time Performance**

Most mid-market CEOs rely on their historical financial statements to evaluate how well their company is performing. These statements are built to follow GAAP accounting standards – which were developed over 150 years ago by governments to use for tax purposes.

The Fortune 500 use more sophisticated metrics to evaluate their financial performance and guide key future business decisions. Our proprietary financial modeling software repurposes up to the past six years of your income statement and balance sheet to provide you with 11 vital value-based and cash flow metrics.





Services

# Financial Performance Benchmarking

## Your Return on Operations Percentage Is the Single Most Powerful Number to Measure Business Success

Return on operations, or ROO, is a private-company derivation of ROCE (Return on Capital Employed). ROO percentage is an interest rate – the interest rate that the business returns to the owner for the capital that the owner has employed in the business.

After completing our Fiscal Focus Analysis, we'll be able to benchmark your ROO% to over 1,000 other businesses in our database so you can see how you compare. In addition to ROO%, we can also benchmark your other key metrics against the other companies in our database:

- Operational cash flow
- Operational profit %
- Leverage rating
- Salary multiple
- Raw materials multiple
- Operational investment

Services

# Financial Modeling Software

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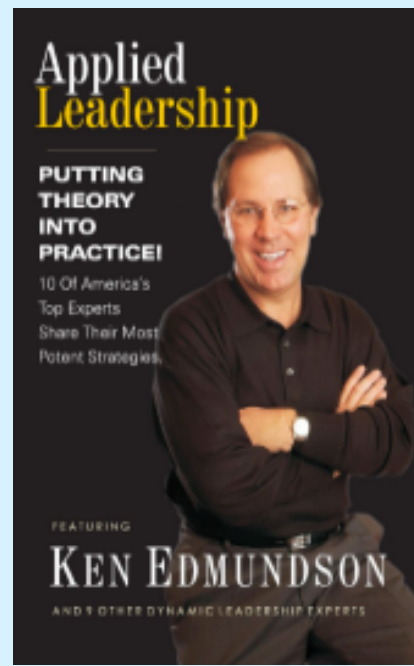
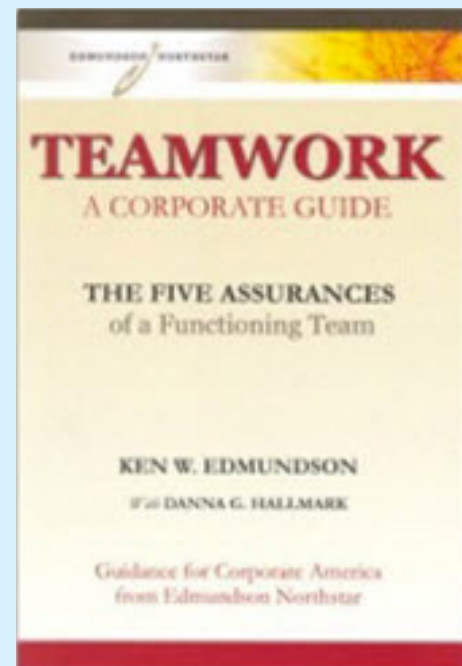
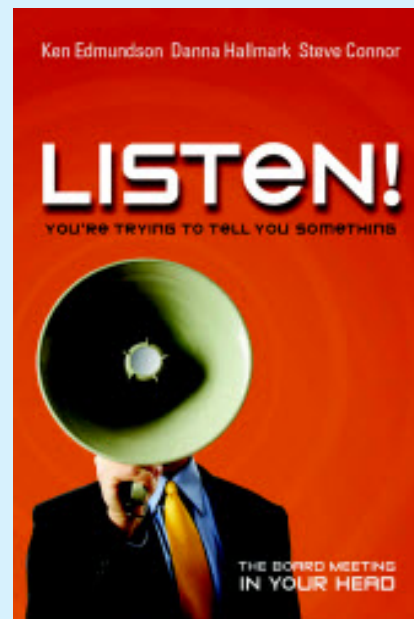
## **Use the Software to Quantify, in Real Time, the Value Created by Every Key Business Decision You Make**

After completing the Fiscal Focus Analysis and Performance Benchmarking, we can deploy the software-as-a-service version of our sophisticated financial modeling software to allow you to continue measuring all of your key metrics moving forward.

The software sits on top of your standard P&L and balance sheet to deliver a powerful set of data that will allow you to make the best business decisions, in real time, to increase the value of your business. Have your team use the software to quantify, in real time, the cost and value of every key business decision before you make it.

# Our Thought Leadership

## Books



[www.edmundson.group/resources](http://www.edmundson.group/resources)

## Partners' Products

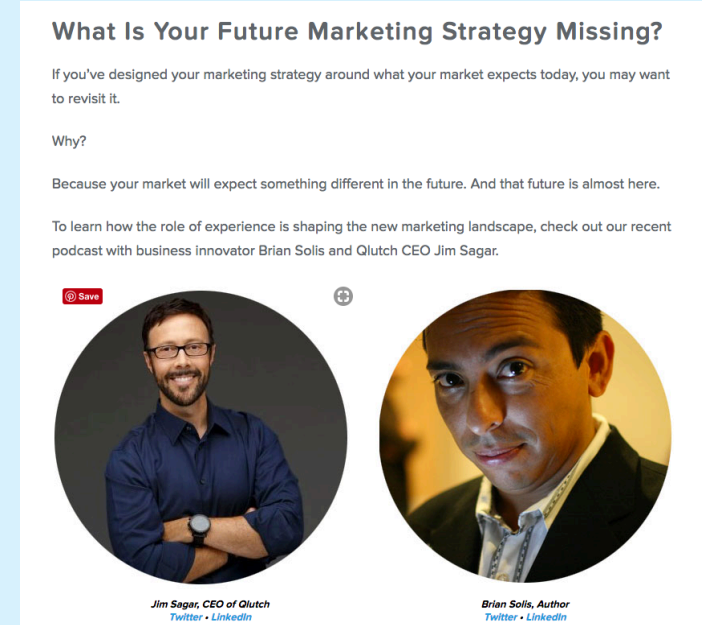


[www.realtimeceo.com](http://www.realtimeceo.com)

[www.marketingmo.com](http://www.marketingmo.com)

[www.qlutch.com](http://www.qlutch.com)

## Podcasts



[What Is Your Future Marketing Strategy Missing?](#)




[Content Strategy – A Detailed Discussion About Modern Marketing and Sales](#)

# Contact

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