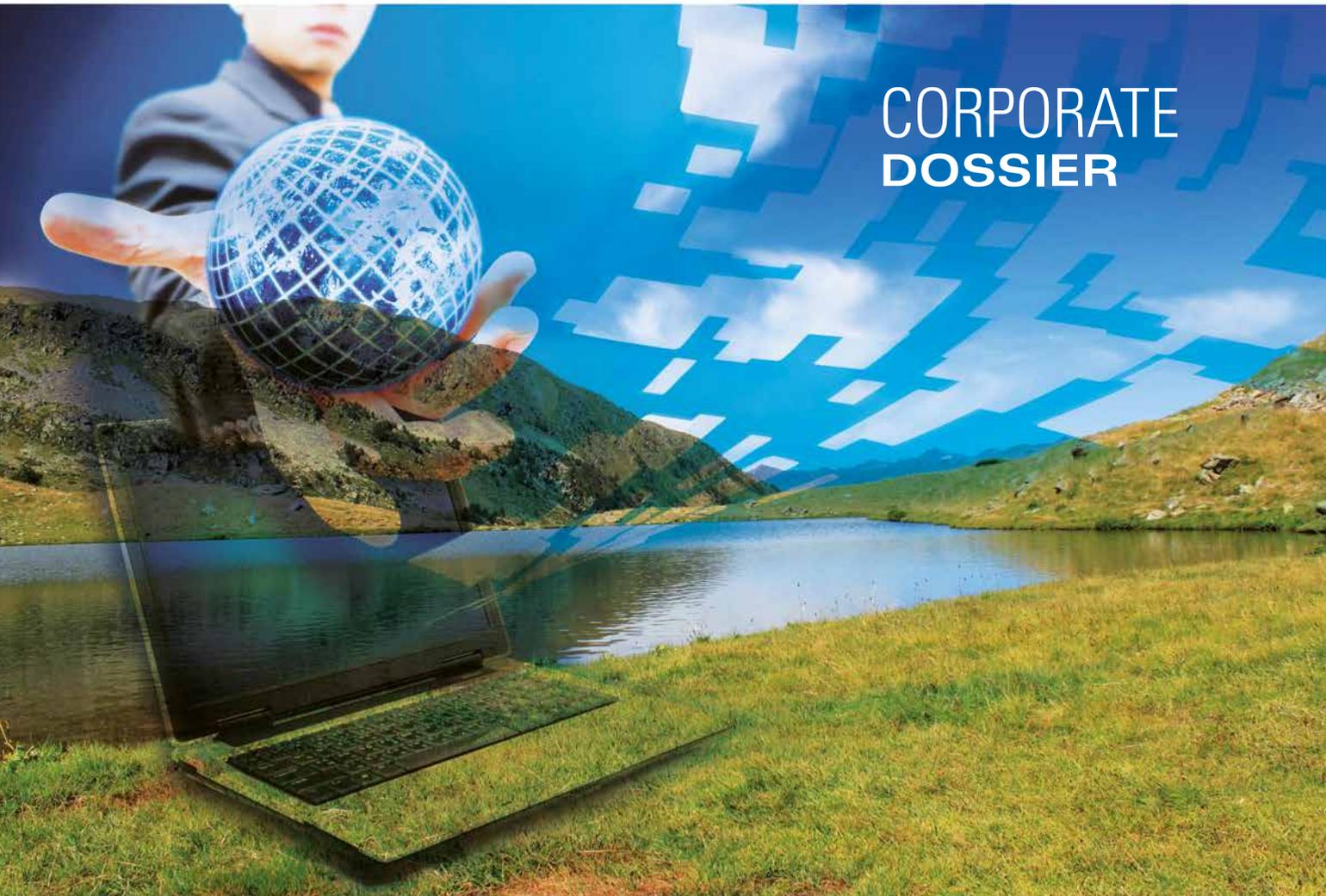




IdeAnd
Consulting

Your success, our future

CORPORATE DOSSIER



ENTREPRENEURSHIP · TRANSFORMATION · GROWTH

PRESENTATION



A time of challenges A time of opportunities

Dear colleagues,

It is my pleasure to share with you the launch of IdeAnd Consulting, an initiative that hopes to become a vehicle for innovation, entrepreneurship and growth for the country's economic fabric.

The Western world is facing a slow economic recovery, characterized by the financial and social consequences of years of recession and stagnation. The common denominator in this international scenario has proven to be exhaustion and a consequent need to rethink growth models. This is the case of Andorra; having enjoyed decades of prosperity it is now going through a period of obligatory transformation. The liberalization of foreign investment, tax and trade harmonization with Europe and greater financial transparency and legal security are milestones that are repositioning us as a competitive international destination for investment projects and business.

Despite global uncertainty, not everyone is in the downward stages of the economic cycle. This means that it is possible to find healthy and profitable companies, venture capital acquiring holdings and real estate, an unusual pace to mergers and acquisitions, companies that are developing an international presence, and emerging business models. There is of course no panacea for the current challenges, but it is also clear that there is a correlation between a business's future and the existence of a prior rigorous and constructive process of reflection and strategic execution.

Accordingly, through IdeAnd Consulting we hope to accompany you throughout your business journey with a team that offers the highest levels of dependability, experience and professionalism. The idea is not just to chop and change, but to continue investing in and backing the country's economic fabric based on renewed parameters, in order to return to a path of growth and profitability.

We invite you to explore the services offered by IdeAnd Consulting, and we remain at your disposal to assess any potential partnerships.

Thank you for your attention.

Yours sincerely,

Àngel, Espar Bentanachs
Director IdeAnd Consulting

www.ideand.ad
Twitter: @ideAndConsult

ABOUT US

IdeAnd Consulting is a professional services company based in Andorra that provides a distinct business model with added value.

- We do business with **integrity and independence**. We are people with professional ethics, and strive to protect our reputation and that of our clients. We guarantee **professional confidentiality** at all times.
- We provide a **comprehensive, flexible and quality service**.
- We have an **Advisory Committee with proven training and experience**. We have established partnerships in order to meet your requirements with thoroughness, both in Andorra and internationally.
- We offer **practical and tailored solutions**. Excellence is no more than theory until it can be translated into action plans and tangible results.
- We **advise and accompany the client both in defining the strategy and in putting it into effect**.

AREAS OF EXPERTISE

Strategy & Operations

Growth & Investment

People & Organization

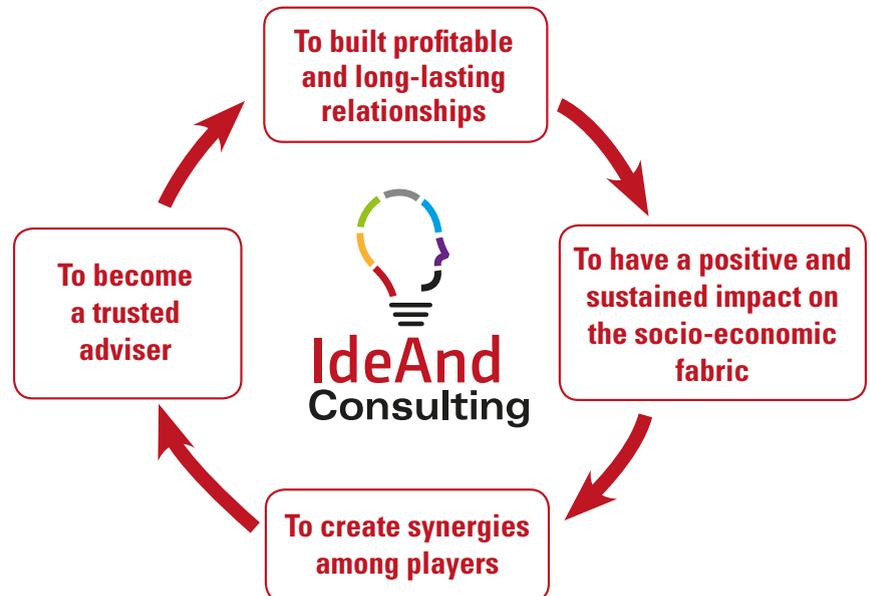
Marketing & Sales

Information Systems

Finances &
Management Control

Invest in Andorra

OUR VISION



SERVICES

STRATEGY & OPERATIONS

We work for your future.

- Overall diagnosis of the company. Strategic and viability plans.
- Restructuring projects. Insolvencies and bankruptcy proceedings. Settlements.
- Balanced scorecard with KPI's by area.
- Drafting partners' operating statutes and protocols.
- Planning successional processes and transfers between generations.
- Mediating in transactions, conflicts and legal proceedings.
- Optimizing the management of purchasing, logistics and storage.
- Participating on boards of directors and steering committees.
- International taxation. Estate planning.



GROWTH & INVESTMENT

We act as a catalyst of investment and of economic activity in general.



- Company expansion, diversification and international promotion plans.
- Advice, business valuation and due diligence processes in mergers and acquisitions, divestitures, purchase and sale of companies and/or assets and the incorporation of financial partners.
- Feasibility studies and investment projects for real estate, commercial and entertainment premises and hotel complexes.
- Evaluating investments and managing assets.
- Advising and accompanying entrepreneurs.
- Entrepreneurship, innovation and international promotion workshops.
- International taxation, setting up businesses and investment in Andorra.

"It is not the strongest of the species that survives, nor the most intelligent, but the one that is the most responsive to change." Charles Darwin

PEOPLE & ORGANIZATION

People determine the profitability of a business and ultimately its sustainability. HR must ensure an exemplary culture that attracts and retains talent, establishing mechanisms of development and compensation, and sizing properly the organization always in line with the strategic goals.

Organization and Operations

- Review of the organizational and operational structure.
- Business reorganizations. Unifying structures. Operational, organizational and cultural integration of personnel. Standardizing conditions.
- Change management. Communication plans.
- Interim Management.
- Technological solutions (e-learning, intranet and employee portals, etc.)



Training and Development

- Tools for managing and assessing teams.
- Defining career paths and succession plans.
- Outdoor training and team building activities.
- Work environment studies.
- Training and internal communication plans.
- Corporate culture (code of ethics and social responsibility).

Compensation and benefits

- Diagnosing and optimizing payment policies.
- Compensation plans according to goals and competencies.
- Financial simulations according to scenarios.
- Comparative salaries to ensure internal equity and external competitiveness.

*“Strategy without tactics is the slowest route to victory.
Tactics without strategy is the noise before defeat.” Sun Tzu*

MARKETING & SALES

It is critical to have differential products and unique purchasing experiences, omni-channel promotional policies, a comprehensive customer management and of course, a team that is motivated and aligned with the strategy.

Knowledge of the market and of customers/consumers

- Market research.
- Qualitative and quantitative studies.
- Satisfaction surveys.
- Corporate reputation studies.
- Consumer panels and product testing.
- Social and public opinion research.
- Customer strategy. Redemption, conversion and loyalty models optimization.
- Auditing sales outlets and mystery shoppers.
- Big Data and management frameworks.



Sales

- Optimizing commercial channels, the sales force and the management of large accounts.
- Plans for boosting sales.
- Online sales / Internet 2.0.
- Defining variable payment systems.
- Training plans.
- Pricing Strategy. Revenue Management.

Marketing

- Strategic marketing plans.
- Design and economic study of promotions, rebate periods and campaigns. Defining goals and budgets.
- Communication plans.
- Advertising pre-test services. Audience measurement and analysis.



"Man cannot discover new oceans unless he has the courage to lose sight of the shore." André Gide

INFORMATION SYSTEMS

Information and Communication Technology (ICT) as a strategic and disruptive element.

- Strategic plans in ICT.
- Studies into sector trends and benchmarking for ICTs.
- Analysis, design and implementation of IT processes.
- Advice on the selection and subsequent implementation of technological and business management solutions.
- Business Intelligence and Big Data.
- Models for technology and communications infrastructure.
- I.T., technology and security audits according to the standards.
- Online and mobile strategy.



FINANCES & MANAGEMENT CONTROL

The challenge: how to grow while maintaining profitability and liquidity.

- Financial diagnosis of the company. Feasibility plans and periodic monitoring service.
- Providing reports to General Management, the Board of Directors and Shareholders.
- Projects for savings, refinancing and tax optimization.
- Evaluating investments and investees.
- Management control: defining procedures, implementing analyses, designing budgets and follow-up.
- Coordinating and supervising the preparation of Financial and Accounting Statements.
- Relationship with third parties: external auditors, lawyers, authorities and banks.



Areas of expertise:

- Strategic, viability and international promotion plans
- Restructuring and professionalization projects
- Participation on boards of directors and steering committees
- Purchase and sale of companies and assets
- Sales and commercial strategy
- Investment and start-up projects
- Setting up businesses in Andorra

