



elegant solutions  
for complex issues

**management & advisory services ltd**

Company presentation

mas

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# What we do

## Mission

**mas** helps management teams, boards and investors facing complex challenges, dealing with strategic issues, developing opportunities and improving their performance.

We deliver elegant solutions for complex issues in strategy, corporate governance, information technology and performance improvement and help our clients to put them in place.

At the core of our firm is a group of partners with extensive management and consulting experience at the C- and Board levels.

## Values

- **Independence of mind** - we say what we think and do not represent any vested interests or dogmatic concepts.
- **Trustworthy and reliable** - all topics are discussed in full trust and confidentiality!
- **Result and execution oriented** - we deliver results in high quality and take responsibility for the implementation of our concepts.
- **We walk our talk** - as we believe in what we do, we are ready to consult partially against equity.

# Our philosophy: elegant solutions for complex issues

## Maximum effect at minimal effort:

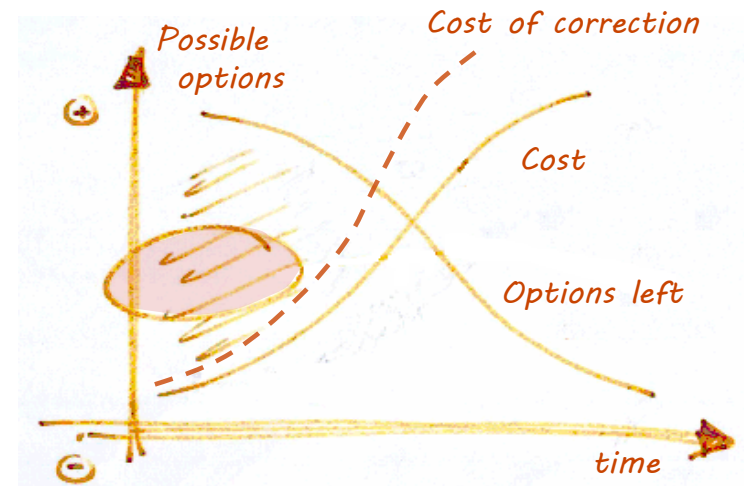
An elegant solution is one that delivers the maximum desired effect with the simplest effort, using the minimum of resources. It is the solution that is as effective as it is efficient.

## Finding elegant solutions:

Especially in the face of the complex business issues companies face today, this is vitally important. That's why the **mas** approach is to combine the right mix of consulting and management experience, perspective of diversity and expertise of implementation for one purpose; to find **your elegant solution**.

## Effectivity as guiding principle:

- In the beginning cost are low and possibilities are many.
- As time goes, cost increase rapidly, options decrease and cost of correction become very high.
- As a consequence a second opinion at the crossroads is a very good investment.



# Our approach

## The experience to provide insight

**C- and Board level experience:** Our company is built around a core of highly experienced partners with years spent in C- and Board level positions as well as in consulting. As a result, we are able to recognize the patterns in your business more easily, identify your strategic issues more quickly and see the potential pitfalls and opportunities more clearly. As needs dictate, we tap into both our pool of associate partners and our broader network of senior specialists to ensure you get exactly the right resources. By assembling a team with deep, real world experience we can bring the talent and insight to identify your elegant solution.

## The perspective to consider more

**Broad and complementary backgrounds:** Too often companies try to solve their challenges with one-sided concepts. Because we have broad and complementary backgrounds, we can point out the influencing factors and perspectives you might not have even considered. Many times there are soft factors, political considerations, or human resource deficiencies to be solved first. Like a good sparring partner, we challenge conventional thinking and help you see more. Illuminating the satellite issues you need to address first is often the key to finding an elegant solution.

## The expertise to deliver results

**Expertise to execute:** Results do not come through thinking alone. There are times when nothing but a roll-up-your sleeves approach will do. So we offer a host of co-execution options to turn an elegant solution into a plan, into a result. We have the resources to augment your key management positions, the ability to step into your organization to lead implementation and the competency to secure the most relevant levers. We are a unique alternative to pure strategy consultants. We are a company of action with the expertise to execute.

# Our capabilities

## Strategy

- Strategy development in options and second opinion
- Implementation monitoring based on key success factors assessment
- New and Internet based business models development
- Market intelligence, Delphi studies and pattern recognition
- Growth strategies and market development concepts
- Information technology strategy and roadmap

## Governance

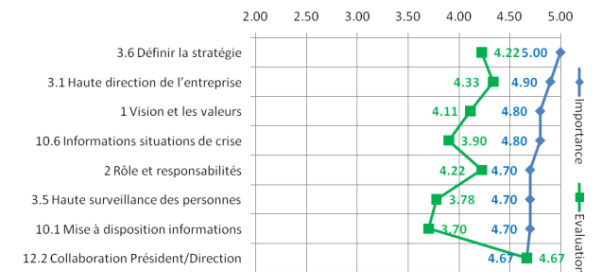
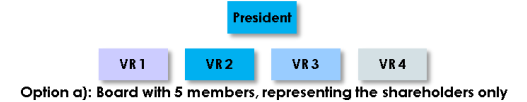
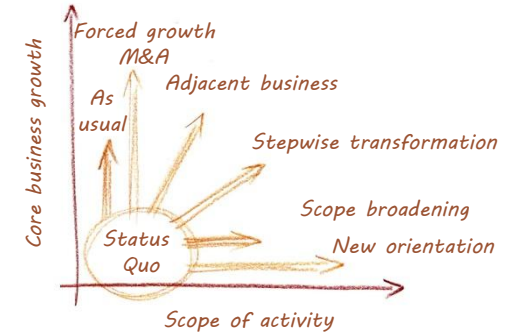
- Shareholders' structure analysis and optimization
- Board of Directors' performance assessments
- Corporate governance best practices implementation

## Value generation and M&A

- Value generation programs and exit strategies
- M&A transactions (leading and consulting role)
- Investment advisory & due diligence
- Investment portfolio assessment and improvement
- Carve-out and company set-up

## Performance Improvement

- Operational performance assessment & improvement program
- Co-Execution & interim management
- Change Management



# Industry focus

## Finance

- Banking and financial services
- Insurance (life, non-life, health)

## Information Technology, Media and Entertainment

- Editor and software development companies
- IT services providers (ITO, AM, ASP, BPO)
- Integrators
- Media & advertising
- Internet companies

## Energy

- Suppliers
- Distributors

## Private Equity

- Private Investors
- Institutional investors

## Industry independent functional knowledge

- We can also support you with our functional capabilities beyond our industry focus leveraging your own industry knowledge



# Well orchestrated network to serve you with the best team

## Partners

The partners of **mas** own the company and are fully responsible for all assignments, independently of where the engaged resources come from. Like general contractors in the real estate industry, we orchestrate a network of highly skilled professionals, own people, associated partners, specialists chosen by either parties and of course an adequate number of client resources to secure acceptance and to carry on and secure implementation. The most important criteria: Only the best crew is good enough to solve our clients' challenges.

## Associated Partners

The associated partners are very experienced specialists who are also active in other organizations, where they accumulate the specialists' know how for which we choose them. We work with them because we know them and have collaborated with them for many years in numerous assignments.

## Advisory Board

The role of the advisory board is mainly to challenge us in our own strategy, in our approaches and in the implementation of our strategy. They are very experienced and successful professionals with complementary skills and networks. They are also available to support our clients in their specific areas of competence.

## Network

"The network" is part of our USP. Thanks to a rapid access to a large number of people we know well, we have worked with and we fully trust, we can very rapidly get the support desired. Of course, if the situation requires confidentiality, these contributors are put under a NDA.

# Who are we? Our team in Switzerland (I)

## The Partners & Shareholders



### François Jeannet

- Partner
- Former Co-CEO Arthur D. Little (Global Consulting)
- Geneva Private Banking, Mettler-Toledo, UBS
- Focus on Strategy and Strategy Implementation, new Business Models
- Member of the Board and investor in IT companies



### Dominique Freymond

- Partner
- Former CEO Unisys, Executive Management of IBM, CEO of TKS-Teknosoft (all banking IT related)
- Focus on Corporate Governance, Strategy and Change Management
- Member of the Board of Directors of Swiss Post, Allianz Suisse and SolvAxis.



### Heinrich Zetlmayer

- Partner
- Former member of the executive management of IBM Switzerland and Arthur D. Little
- Specialized in Operational Excellence
- Restructuring of operations, carve-outs, ...
- Co-Execution (i.e. time limited operational assignments to "fix" situations)

## The Advisory Board



### Barthélemy Helg

- Active in Biotechnology (AB2 Bio Ltd ), Real Estate (Tiefenhof AG) and Finance (Avarya Capital Ltd - Middle East investments)
- Former Managing Partner of Lombard Odier Darier Hentsch & Cie and Global Head of Investment Banking at LODH
- Former VP at Nestlé SA, responsible for M&A and Investor Relations



### Dr. Urs Isenegger

- Founding Partner of BILL ISENEGGER ACKERMANN AG
- Focus on Corporate Law, Mergers and Acquisitions, Contract Law, Arbitration, Intellectual Property Law, Aviation Law and Technology Transfer.
- Former Associate with taul, Hastings, Janofsky & Walker, Washington DC, New York, Los Angeles.



### Heinrich M. Lanz

- Active as Board Member, Business Coach and Interim CEO.
- Former CEO of Conzeta, a CHF 1.5 B and 3'600 employees worldwide industry group
- Former Partner with PricewaterhouseCoopers Management Consulting specialized in Strategy and Organization

# Who are we? Our team in Switzerland (II)

## The Associated Partners (Extract)



### **Peter Duthaler**

- Associated Partner
- Former IBM, chief contracting officer, one of the most acknowledged in Switzerland
- Focus on Systems Integration, IT and Business Transaction Outsourcing, as well as corporate Software and Hardware sourcing



### **Christian Meylan**

- Associated Partner
- Founding partner of SwissmeFin
- Experienced «Consultant-Banken» with 20 years of experience in Europe, Asia and Middle East.
- Various positions with Andersen Consulting, Arthur D. Little and others.
- Acting Director of a regional Middle East brokerage and assets management company



### **Christopher S. Kälin**

- Associated Partner
- Founder of CSK Management is a premium consulting firm providing world-class services in the areas of bid/proposal management, and strategic marketing and sales.
- Several positions with SONY Corporation, Arthur D. Little and IBM



### **Prof. Dr. Dr. Christian Wunderlin**

- Associated Partner
- Numerous M&A activities in ICT
- Ex CFO of public ICT company
- Professor at „Institut für Finanzdienstleistungen Zug“ in the domains of restructuring and corporate finance.
- Focus on among others valuation, business case calculation, transaction architecture



### **Christophe Lamon**

- Associated Partner
- Founding partner of SwissmeFin
- Senior banking and project experience with investment and private banks
- Various positions with Crédit Agricole Indosuez, Arthur D. Little Singapore and conducted major overseas assignments for UBS

# Who are we? Our team in Austria

## The Partners & Shareholders



### Herwig Gangl

- Partner responsible for Austria
- Focuses on market development and turn-around programs as well as on their execution.
- Extensive experience in emerging markets as Russia, CEE and Middle East
- Former positions as VP at IBM's Global Business Services Partner at PriceWaterhouseCoopers Consulting



### Heinrich Zetlmayer

- Partner
- Former member of the executive management of IBM Switzerland and Arthur D. Little
- Specialized in Operational Excellence
- Restructuring of operations, carve-outs, ...
- Co-Execution (i.e. time limited operational assignments to "fix" situations)

## The Associated Partners (Extract)



### Thomas Breth

- Associated Partner
- International career at IBM in various sales and program management functions
- Focus on system integration, outsourcing, procurement and partnership agreements.
- Specialized in providing methods and tools for developing large and complex proposals

## The Advisory Board



### Walter Hennemann

- Currently supervisory board member at Vienna Marketing- & Energycontracting AG
- Formerly top management positions in leading consulting and outsourcing companies, eg. Accenture and EDS
- Focus on large, strategic outsourcing assignments in the Banking industry across Europe

# Some of our clients

## Our clients are our value!

- Trust and openness
- We are easy to deal with and integrate our clients' structure and relations
- Trusted advisor: we are there, with good advice, when you need us
- We have long lasting relations

## References

- We are happy to discuss specifically some of our projects in your area of interest within the limits of confidentiality



# Why mas?

## Unique blend of consulting and line management experience, of functional, industry and specialist skills!

- Strong management background of the **mas** senior partners in the ICT and other industries
- End-to-end experience mix from consulting, m&a, finance to line management and board membership
- Proven references with large corporations as well as with small and mid-size technology and new business model companies
- Specialized associate partners expert team delivering a seamless service with best coverage of the different topics needing to be addressed

**More details on [www.mas-ltd.ch](http://www.mas-ltd.ch) & [www.mas-ltd.at](http://www.mas-ltd.at)**

**mas** in the press: articles & interviews and more on mas' thought leadership...

### **Delphi-Studie zum Stand des Business Process Outsourcing im Banking**

**ICT im Banking: Kompetenz und Qualität entscheiden...doch gibt es schon einen BPO-Markt und können die hohen Erwartungen erfüllt werden?**

03.09.2010 ICT im Banking: Eine von François Jeannet, Partner von management & advisory services am 11. Juni 2010 moderierte Paneldiskussion im Rahmen des Financial Industry Strategy Forum in Interlaken zeigte dass das Business Process Outsourcing im Banking sich zwar zögerlich aber stetig entwickelt.

### **Conférences sur la gouvernance d'entreprises avec la participation de Dominique Freymond**

**HEC Lausanne: La gouvernance des entreprises et le rôle du conseil d'administration...  
isade: Elaboration de la stratégie: quel équilibre entre le Conseil d'administration et la direction générale ?**

L'exposé sera fait par Dominique Freymond, membre du comité de l'isade, administrateur indépendant depuis 1998 dans différentes entreprises (La Poste Suisse, Allianz (Suisse), SolvAxis, etc.) et consultant en stratégie et gouvernement d'entreprises (associé du cabinet de conseils management & advisory services).

### **Wer nichts wagt, der nichts gewinnt**

**Innovative IT-Lösungen von kleineren Unternehmen bieten grosse Chancen für Differenzierungsmöglichkeiten. Den richtigen Anbieter zu finden ist aber nicht ganz trivial. Artikel von Heinrich Zetlmayer.**

01.06.2010: Juni 2010 Swiss IT Magazine: Das Finden und Einführen von IT-Innovationen in ein bestehendes Unternehmen scheint ein immer grösseres Problem zu werden, gerade wenn es sich um innovative Softwareprodukte von kleineren Unternehmen handelt. «Welche Innovation haben Sie in den letzten zwei Jahren in Ihrer IT eingeführt?», «Wann waren Sie das letzte Mal die ersten, die eine bestimmte IT-Innovation eingeführt haben?»

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