

Forbes America's Best Management Consulting Firms
2021, 2022, 2023



Overview of ECG Capabilities

Latham, New York

March 2023

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For more than 40 years, ECG has helped clients accelerate growth, improve business profitability and enhance their competitive position...

- “Boutique” management consulting firm founded in 1978
- Clients are Fortune 100 companies, utilities, emerging technology firms, new ventures, R&D organizations, private equity firms, industry trade associations and government agencies
- Expertise in technology-driven industries
 - Aerospace & Defense and Transportation
 - Automation & Controls, Electronics and Communications
 - Chemicals and Specialty Materials
 - Energy and Environmental
 - Healthcare
 - Industrial Manufacturing
 - Information Systems and Business Services
 - Supply Chain, Logistics and Material Handling
- Global experience at all stages of the value chain and all stages of the product life cycle
- Leverages industry and functional best practices throughout all client engagements

ECG team has significant C-level, strategy, sales & marketing, finance and operations experience with global market leaders...



- A. Richard Goodman, Chairman & Founder
- Entrepreneur
- MBA, Harvard; BA, Williams



- Allen S. Goodman, President
- Booz Allen & Hamilton, Simon & Schuster
- MBA, Wharton; AB, Harvard



- Gordon Olson, Principal
- Lockheed-Martin, Knolls Atomic Power, General Electric, Boeing
- MBA, Harvard; BS, MIT



- Paul Friesen, Principal
- General Electric Executive
- GE Executive Program
- BS, University of Houston



- Mark Mead, Engagement Mgr.
- United Technologies, Chubb
- MBA, RPI; BS, Clarkson



- William Goodman, Strategic Advisor
- VP, Strategy, JP Morgan Chase & Co.
- General Electric, United Technologies
- MIT Executive Education; BA, Trinity



- Michael Orloff, Senior Associate
- GE, Kennametal, Alcoa
- MBA, RPI; BS, Clarkson

We leverage best practices to provide our clients with actionable recommendations that have a significant impact on their businesses...

Business Strategy
and Growth

Market, Customer and
Competitive Intelligence

Marketing, Sales and
Operations Excellence

Technology
Commercialization

Mergers & Acquisitions,
Divestitures and Joint Ventures

Types of ECG Engagements

- Corporate & Business Unit Strategy, New Business Models
- Market, Customer, Product & Competitive Assessments
- Business Disruptors & Growth Opportunities

- Market Segmentation, Size, Growth & Profitability
- Voice of Customer (VOC), Voice of Competitor
- Product Strategy, Roadmaps, Competitor Analysis & Strategies

- Organizational Design & Structure
- Business Process Improvement & Restructuring
- Sales Force Effectiveness & Management

- New Technology Evaluation & Screening
- Customer & Competitor Value Proposition
- Evaluation of Strategic Options & Partners

- Acquisition Target Identification, Evaluation & Screening
- M&A and Joint Venture Due Diligence
- Strategic Assessment, Market Valuation & Business Plan Development

ECG has expertise in a variety of technology-driven industries that are undergoing disruption, impacted by new business models and under profitability pressure...



Our experience spans a wide range of market segments, products and services...

- **Aerospace & Defense and Transportation...** aerospace engineering, alternative fuels, commercial aviation, electric vehicles, flight systems, manned space vehicles, missile defense, naval fleet support systems, personal mobility vehicles, trucking
- **Automation & Controls, Electronics and Communications...** automation software, building control systems, communication products, computer hardware, data acquisition, digitization, expert systems, imaging and mapping, IoT, mobile phones, monitoring & diagnostics, office products, power electronics & supplies, robotics, sensors, telecom & network equipment, testing, uninterruptible power supplies (UPS), TVs, VOIP, artificial intelligence (AI) applications
- **Chemicals and Specialty Materials...** adhesives, ceramics, coatings, composites, concrete, engineered plastics, glass, lead, nanomaterials, paper, sealants, superconductivity
- **Energy, T&D and Environmental...** gas, hydrogen, steam and aeroderivative turbines, generators, fuels, distributed generation, reciprocating engines, energy storage, solar, wind, fuel cells, EP&C, T&D equipment, cable & wire, smart grids, microgrids, meters, interconnection, substation automation, oil & gas transmission and E&P equipment, particulate measurement, water & air filtration, hydrogen electrolyzers, carbon capture
- **Healthcare...** medical imaging & diagnostic equipment, clinical and non-clinical supply chain, medical administration, RFP process, outsourced vendor management, food & nutrition services, environmental services, patient transport services, clinical and non-clinical records management & storage, laundry & linen services, in-house linen distribution services, in-house print services, energy management, AI applications
- **Industrial Manufacturing...** boilers, compressors, heat exchangers, instrumentation, inverters, monitoring & diagnostics, motors & drives, process equipment, process optimization, pumps and valves, robotics, turbines, vibration monitoring, AI applications
- **Information Systems and Business Services...** aftermarket, big data & analytics, operating systems, contract manufacturing, consulting, economic development, engineering, equipment rentals, field repair & maintenance, inspection, finance, fuel delivery, IT, installation, M&A, parts, power quality, predictive maintenance, R&D, O&M, upgrades, AI applications
- **Supply Chain, Logistics and Material Handling...** AGVs, automation systems, conveyor handling systems, fleet management, forklifts trucks, global sourcing, material handling systems, power solutions, supply chain management, telematics, distribution and warehouse management systems

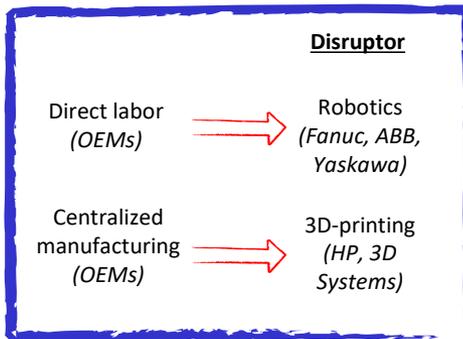
We leverage best practices and apply rigorous analytics to develop insightful and practical findings, conclusions and recommendations...

Types of Projects

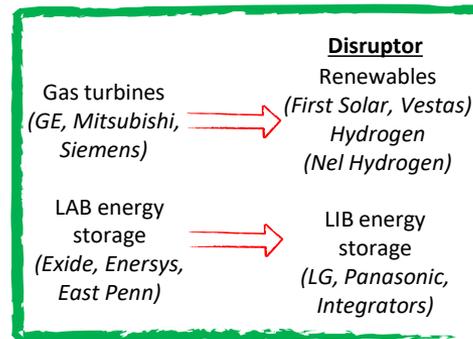
Market & customer intelligence & assessment... market drivers & disruptors, segmentation, size & growth, forecasting, VOC
Product & technology assessment... product development roadmaps, competition, costing, positioning, features & functionality
Competitor intelligence & assessment... strategies, positioning, pricing, performance, voice of competitor, threats & opportunities
Business & market strategy... vision, goals & objectives, target markets & customers, offerings, channels, pricing, performance
Business development & growth... opportunities in core & adjacent markets, M&A, strategic alliances, joint ventures
Sales... customer value proposition, sales effectiveness, account management, dealers, incentives, performance, benchmarking
Supply channels... mix, economics, dynamics, channel management
Pricing... pricing structure, elasticity of demand, forward pricing, licensing, strategy & tactics
Operations strategy... 360 assessments, organizational design, sales & marketing, supply chain, engineering, manufacturing, IT
Cost reduction... Business, process restructuring & redesign, work activity analysis, economies of scale

We assess and plan for new disruptive new technologies which are driving new business models and enabling new ways to capture operating efficiencies...

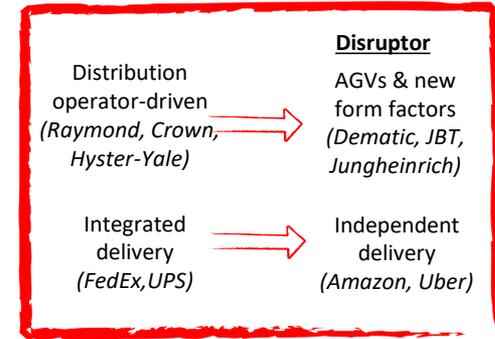
Automation & Manufacturing



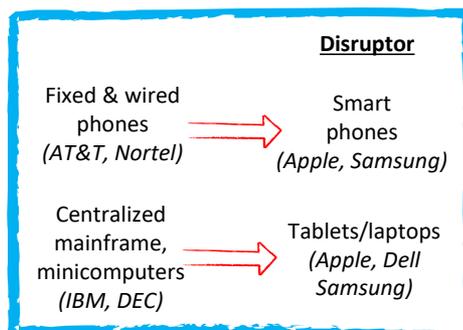
Energy



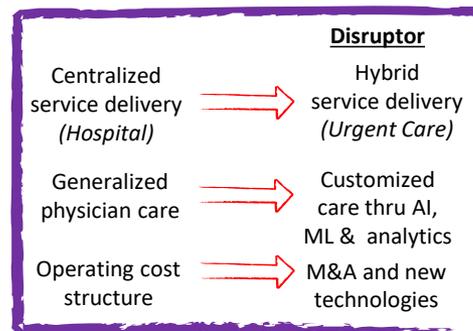
Supply Chain



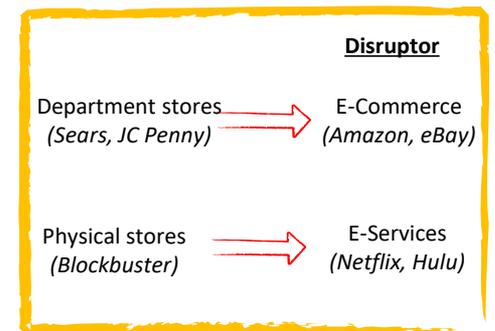
Computer & Communications



Healthcare



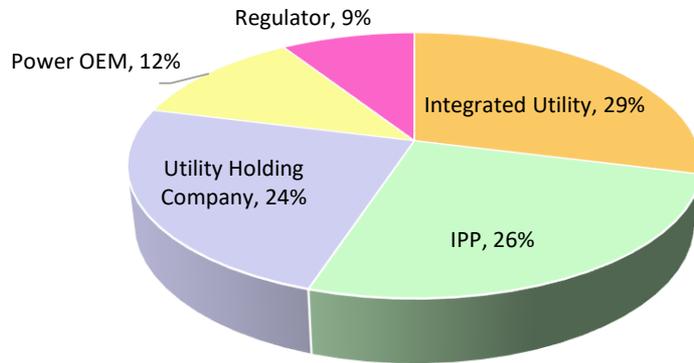
Retailing



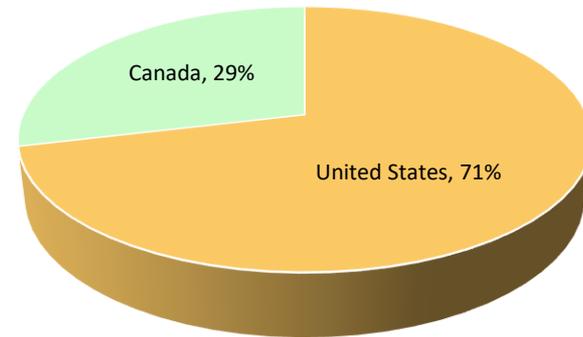
Source: ECG Analysis

Our VOC work helps leaders manage change... For a global energy market leader, we interviewed C-level executives to assess key disruptors impacting the industry...

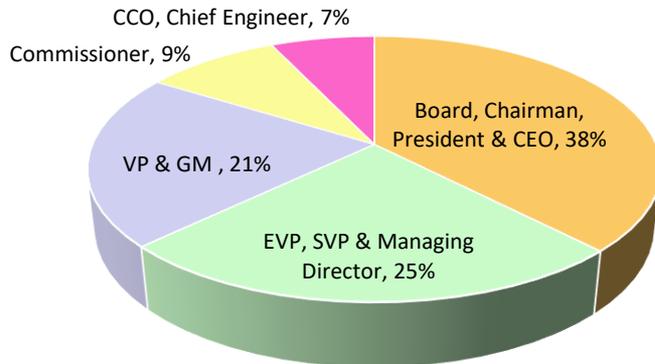
Interviewees by Type of Company



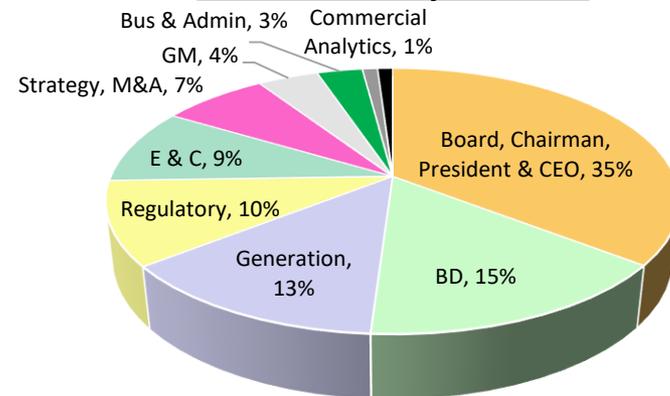
Interviewees by Country



Interviewees by Title

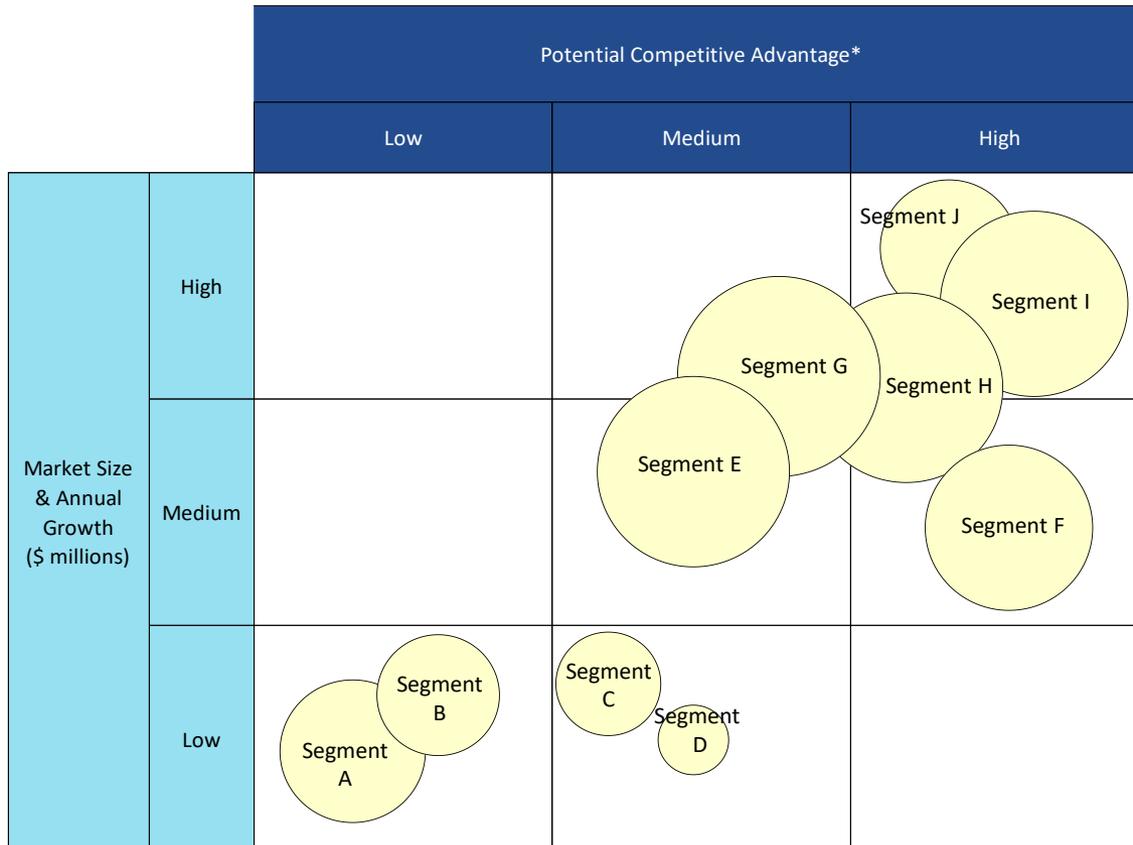


Interviewees by Function



We provide in-depth customer, market and competitive intelligence to identify, screen and prioritize market, product and service business growth opportunities...

**Commercial & Industrial
Instrumentation & Control Market Growth Opportunities**



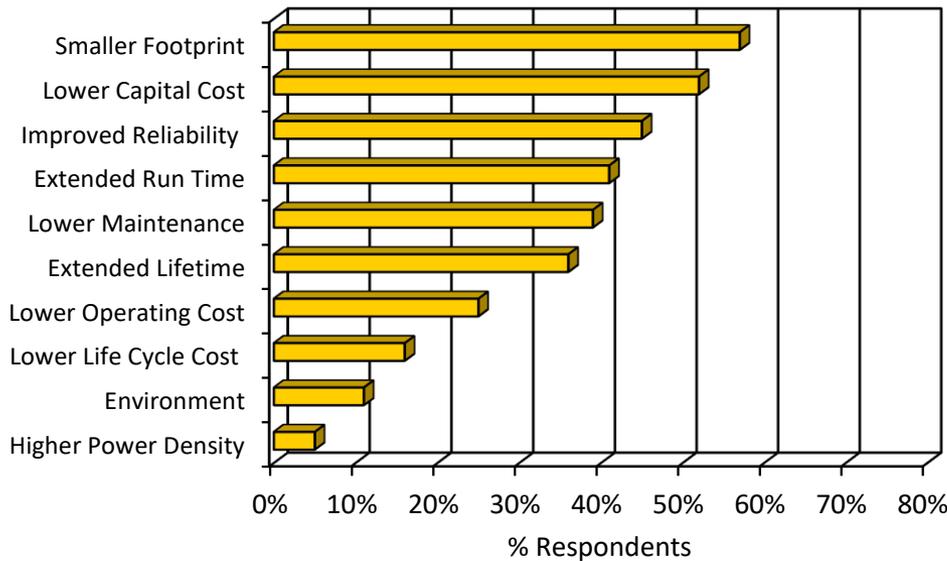
Note: *Potential ability of any competitor to build competitive advantage through a differentiated product offering

We develop business and technology commercialization strategies that involve a disciplined market and customer-based approach...

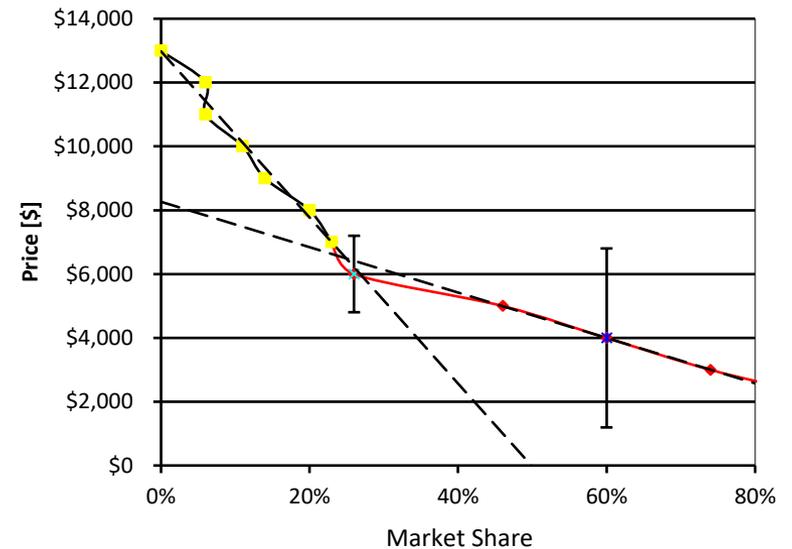


Our product strategy and roadmap work ensures that product and service offerings are tightly aligned with customer needs...

**Factors Driving Willingness to Consider
New Energy Infrastructure Technology**



**Price Demand Curve
New Energy Infrastructure Technology**



Source: ECG interviews

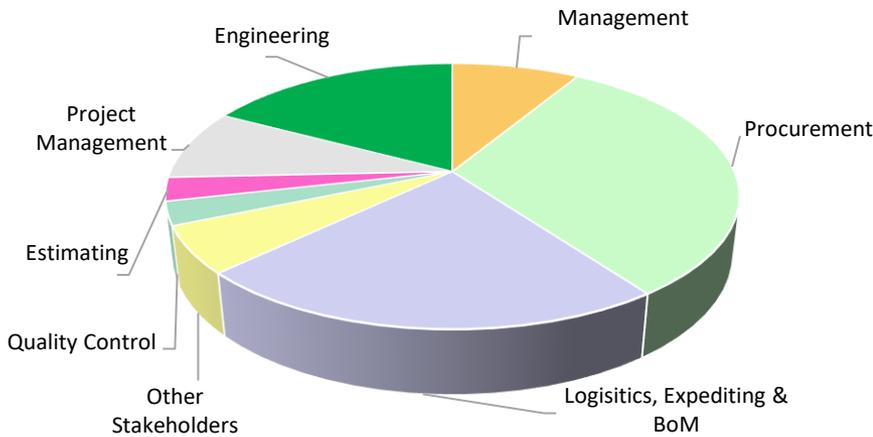
Our strategy work helps our clients identify the most attractive business growth and M&A opportunities... both regionally and globally...

New Growth Opportunities

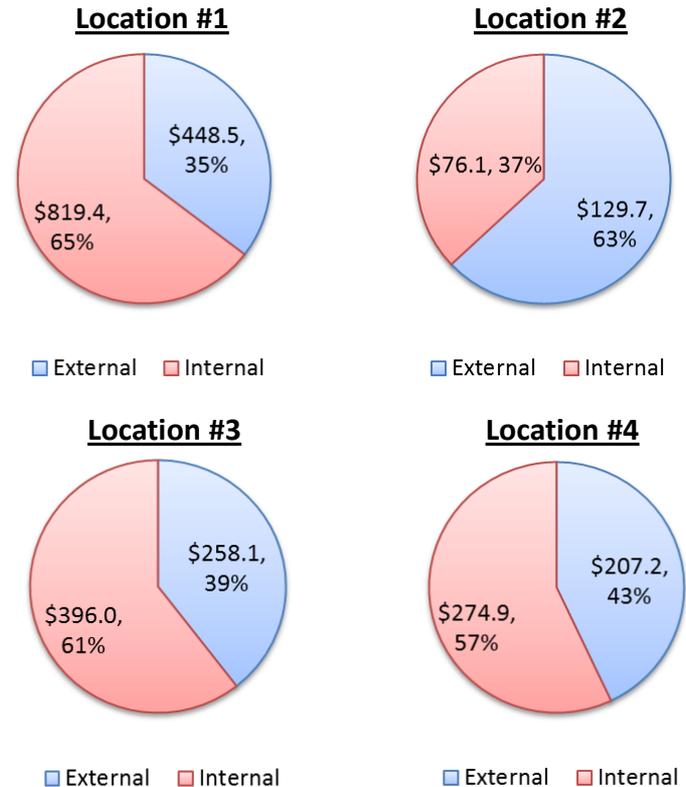


We perform best practices and operations restructuring engagements to drive performance and operating efficiency improvements... We assessed/restructured a \$2.5 billion supply chain... Client realized major cost savings...

**360 Supply Chain Assessment
Internal Stakeholder Interviewees**



**360 Supply Chain Assessment
PO Value By Location
(\$MM)**



ECG's value proposition is compelling...

- **Senior level project teams...** Fortune 100 management consulting, C-level operating experience
- **Industry experience/expertise...** Expertise in technology-driven industries, e.g. energy & environmental, aerospace, automation & controls, electronics, specialty materials,, healthcare, IT, supply chain and services
- **Deep functional core competencies...** strategy, marketing & sales, engineering, operations, supply chain, M&A
- **Rigorous data gathering & analytics...** generates insightful findings, conclusions & recommendations
- **Global contact network...** enhances client business development and improves quality & speed of work
- **Leverages industry best practices, new ideas and fresh perspectives...** enhances quality of project work
- **World-class, quality-oriented culture...** emphasizes insightful, practical and actionable results
- **Strict confidentiality...** maintained throughout all of our work
- **Strong ECG/client team working relationships...** foundation of great project work
- **Return on Investment...** clients typically realize benefits of more than 25-50x ECG's professional fees

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