



Ephor Group Overview

Ephor Group is an operating partner for emerging wealth creating enterprises. Garry Meier founded the Ephor Group to apply the performance improvement methodologies and shareholder value enhancement processes he and his associates developed over the past three decades.

Ephor Group creates wealth for our partners and portfolio companies by transforming small businesses into an emerging platform or niche leader. By increasing organizational effectiveness and efficiency and by optimizing productivity, service drivers, and key business processes financial results realize significant near and long-term improvement.

Ephor Group is comprised of seasoned executives with a deep track record of transforming small business in to an emerging platform or niche leader. Ephor Group's team of consultants, executives, and investors combines cross-industry perspective with deep specialist knowledge. Experienced, highly effective, and results-driven; our team provides domain, functional, and management assistance to enable companies to maximize and achieve their market opportunity.

solving the value equation





About Ephor Group

Ephor Group increases valuation for technology and service businesses. Our approach is proven, pragmatic, and performance oriented. Our proven methodology, the **Perform Business Process™** fills in the gaps where expertise and capital are constraining the business. Ephor has a deep track record for creating intense wealth for founders, executives, and investors.

Our Focus & Value-Add

Ephor Group only works with technology and service based businesses that target the mid-market. We have a deep track-record of success in the outsourcing services, business and professional services, software, security and safety, and healthcare business services sectors.

Ephor Group creates wealth for business owners, shareholders, and investors through our **Perform Business Process™**.

Ephor Group Approach

While businesses are always growing and changing, resource constraints should never be a barrier to success for enterprises that have domain expertise, proven and scalable customer acquisition and operational models, and attractive market landscapes.

Ephor Group supports enterprises with management augmentation, lean operating experience, functional and domain expertise, defined customer acquisition and service delivery models, and economic cost structures that better industry averages.

What Distinguishes Ephor Group

- ☑ **Track-record** of realizing quick performance improvements and improving financial results.
- ☑ The **Talent** of Ephor's performance improvement professionals who have a combination of consulting, finance, turnaround, growth, and senior level operating experiences.
- ☑ **Deep expertise** in services, healthcare business services, distribution, and technology.
- ☑ **Speed-to-value** to obtain measurable and sustainable results.
- ☑ **Quantitative results** – Ephor does the strategic, operational, and tactical work while improving organizational effectiveness through constituency alignment and change management best practices.





- ☑ **Pedigree of success using proven methodologies, lasting tools, and utilization of best-in-class processes.**

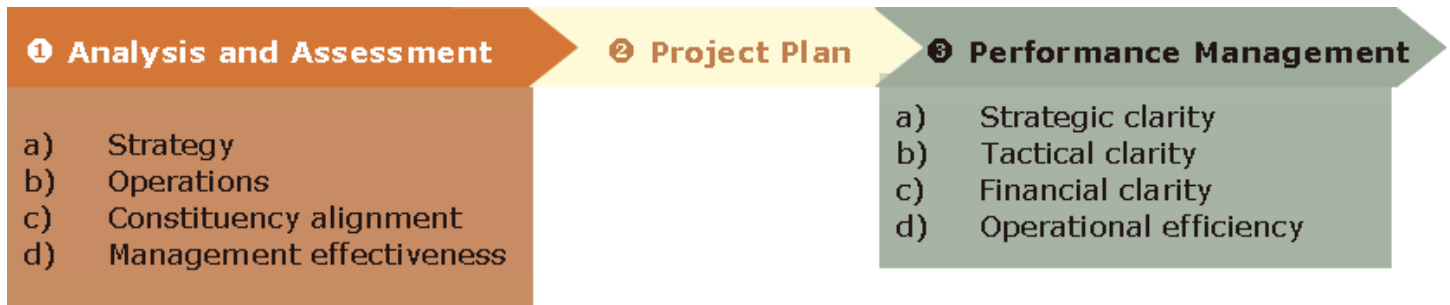
Ephor Group Background

Ephor Group founder, **Garry Meier**, initiated his consulting practice in 2002 following two successful public company CEO assignments and little beach time. Over his thirty plus year career, Mr. Meier has been an operator, investor, and consultant to numerous successful businesses. Today, Mr. Meier is an advisor to private equity and chairman of several notable businesses.

Methodology

The goal is sustainable strategic and operational improvement. Ephor Group’s **Perform Business Process™** was developed specifically for middle market businesses. It is a blue print for organizations to guide them to the next stage of their development by improving three business aspects: strategy, tactics and operations. This three prong approach includes balancing stakeholders, operational and functional improvements, and formulating long-term vision.

Perform Business Process™



Characteristics of businesses that our Perform Business Process™ was designed for include:

- ☑ Daily operating performance of the people and the operations is critical to financial success
- ☑ Change is not easily accepted by the organization
- ☑ Customer acquisition costs are excessive
- ☑ Service drivers (DSOs, order-to-cash, lead times, etc.) need improvement
- ☑ External factors and macro-economics drive the competitive environment
- ☑ Long-term value can be impacted by strong desire for immediate results





- ☑ Profitability is enhanced by operating efficiency mass and density inside geographic markets
- ☑ Sales process is based on availability of resources and labor market
- ☑ The cottage nature requires “high touch management”

The objective of implementing best practices for technology and service based business performance are to:

1. **Increase near term earnings** and the EBITDA generating capacity of the business within current economic conditions;
2. **Develop long-term operating infrastructure** to ensure performance is maximized and scalable; plus
3. Position the company to attract an array of strategic alternatives for **value realization** i.e. wealth creation for owners and equity shareholders.

Ephor Group’s clients are notorious for above industry average returns, robust distribution and business development capabilities, and scalable processes and measurement systems.

Getting Started: Ephor Group Assessment Process

Ephor Group initiates every engagement with a detailed inventory of the business which we simply call an Ephor Assessment. We first identify the underlying issues fundamentally constraining the businesses. An action plan is then developed to provide clear roles within a structure matched to the size and needs of the business (accountability), articulates a compelling vision for the future (direction), and develops an environment that supports the employees (culture). Applied using the **Perform Business Process™** dynamic results are realized.

Our research and experience have taught us that our Perform Business Process™ compliments businesses current competitive advantages and helps shore-up non core areas such that the organization outperforms its industry peers and achieves higher than average returns.





About the Founder: Garry Meier

Garry Meier founded the Ephor Group to apply the performance improvement methodologies and shareholder value enhancement processes he and his associates developed over his thirty-plus year career.



Mr. Meier is highly recognized as a business thought leader. He is a noted speaker on strategic effectiveness, value creation, industry trends, capital appreciation, performance improvement, outsourcing, and customer satisfaction.

Additionally, Garry is an advisor to private equity and venture firms on their investment strategies and portfolio companies.

Garry currently focuses on providing board, institutional investment, and C-level guidance to maximize strategic, operational, and equity effectiveness.

“Service organizations maximize shareholder value when strategic clarity, tactical clarity, management and financial engineering are all in alignment.”

- Garry Meier, HRO Strategic Issues Forum May 2005.

Garry Meier Background

Thirty plus years of strategic management, P&L management, investment banking, institutional investments, and operating company experience with broad depth of knowledge, and expertise in technology & service companies including:

Operational & Executive Assignments

- Achilles Group, CEO
- SmartTime Inc., Interim CEO
- Outsource International Inc, CEO
- Med Physician Services, COO
- Global Integrity Outsourcing, President/CEO
- Automated Information, President/CEO
- FFMC, Corporate Development, M&A
- Edward Jones & Company, Partner
- IBM Corporation, Corporate Development

Board of Director & Advisory Assignments

- Serenity Systems, Chairman
- Achilles Group, Chairman
- Certus Corporation, Director
- CentriconHRA, Chairman/Director
- Latin American Card Services, Chairman/Director
- Baird Capital Partners, Advisory Board
- Baird Venture Partners, Advisory Board
- Global Integrity Outsourcing, Director
- Outsource International, Chairman
- Personalogy, Chairman
- Workplace Solutions, Chairman
- TalentTree, Chairman
- SmartTime Inc., Chairman
- The Capstreet Group, Advisor
- Economic Development Authority Board, State of Missouri, Director





About Charles Bedard

Charles Bedard heads Ephor's Growth Practice and has spent the last decade transforming niche businesses into growth enterprises.

Today, Mr. Bedard serves as a Strategic Advisor (Chief Strategy Officer) for multiple Services and Technology firms where he manages business planning and corporate development, operational model improvement, workforce development, and strategic initiatives. Charles' deep domain knowledge of these arenas and combined with his passion for operational execution enables him to deliver long-term strategic and near-term tactical results.

Additionally, Charles releases research reports that provide guidance and best practices that have been downloaded by thousands of small businesses every year for the past five years.

Previously, Charles served as Operating Director for multiple fast-growth companies in BPO, IT, HR/Human Capital/HRO, Technology/Software, and Services arenas. Experienced in developing markets and businesses, Charles has extensive knowledge in management consulting and business development.

Out of graduate school Charles helped found and led the services division for a marketing services firm that grew from 2 to 60 employees in 18 months. During this time Charles served as the VP of Marketing and Sales for more than two dozen companies providing Go-To-Market, Sales strategy and tactics, and Channel Management.

Starting out, Mr. Bedard founded an IT Services and Data Management company.

He has earned his Bachelor of Arts from Southwestern University and his Masters of Business Administration from Texas Christian University.

Charles Bedard Background

- Optimized operational model for HRO resulting in workforce transformation from break-even business to 30%+ Field Level EBITDA.
- Led acquisition integration team for IT Services firm including optimizing operational efficiencies, workforce effectiveness and customer service levels.
- Reengineered account management and shared services for outsourcing provider leading to 45% productivity improvement and increased profitability per employee by 65%.
- Implemented Client Profitability and Channel Partner programs for outsourcer leading to double digit sales growth and > 30% EBITDA.
- Led Corporate Development initiative leading to 5 LOI and resulting in 4 M&A transactions.
- Implemented and managed marketing and sales infrastructure and programs leading including new product and geographic expansion efforts for software firm resulting in to 400% return on investment.
- Doubled sales at HR firm in less than 9 months while implementing repeatable and scalable business development system with less than 20 percent cost-of-sales.
- Researched, identified, and created product roadmap, message and business plan for assessment firm that transformed market unknown with zero sales to market thought-leader with 800 member community of active prospects in six months.

