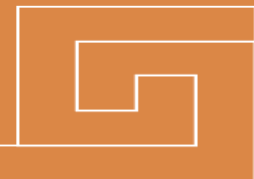




Charles Bedard Bio & Background

Revenue Growth Advisor for B2B Software & BPO solution providers.

solving the value equation



Charles Bedard Bio

Charles Bedard is a Managing Partner for Ephor Group's revenue growth advisory practice for software and BPO.



Charles has spent the last five years, as a Managing Partner with Ephor Group (www.ephorgroup.com), an independent sponsor of technology software and BPO service providers, where he helps companies "**Solve the Value Equation**" through useful capital financing, M&A corporate development, GoToMarket, and through strategic alliances, channel, and revenue growth strategies.

Experienced in developing markets and businesses, Charles has extensive knowledge in growth strategies and channel development. Prior to joining Ephor Group, Mr. Bedard served as a Strategic Advisor (Chief Strategy Officer) for multiple Service and Technology firms where he managed business planning and corporate development, channel management, and strategic initiatives. Charles has worked with multiple fast-growth companies in BPO, IT, HR/Human Capital/HRO, and Technology/Software arenas.

Charles' deep domain knowledge of these arenas, combined with his passion for operational execution, enables him to deliver long-term strategic and near-term tactical results. Over the years, 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.

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

Client Projects:

- ✓ Brand Refresh & Brand Strategy
- ✓ Market Research Intelligence
- ✓ GoToMarket Revenue Growth
- ✓ GoToMarket Product Launch
- ✓ M&A Corporate Development
- ✓ Global Expansion
- ✓ Channel Expansion

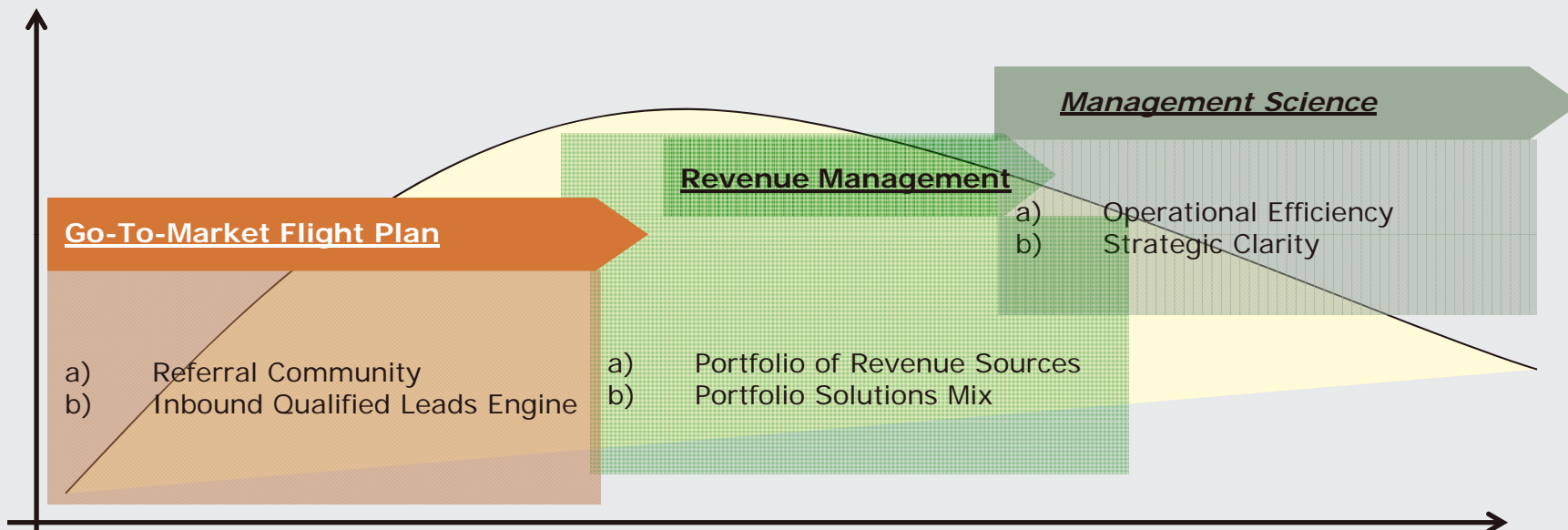
Client Industries:

- ✓ Software Technology
 - ✓ B2B SaaS
 - ✓ HCM, HR, Work Management
 - ✓ Finance & Administration
 - ✓ Analytics
 - ✓ CRM, Marketing, Sales
- ✓ BPO (Business Process Outsourcing)
 - ❖ IT Services
 - ❖ Cloud Managed Services (MSP)
 - ❖ HRO (Human Resources Outsourcing)
 - ❖ Healthcare IT
 - ❖ Healthcare Business Services
 - ❖ MSO (Marketing Services Outsourcing)
 - ❖ FAO (Financial & Administration Outsourcing)

A track record of results **Solving the Value Equation.**



GrowthSTEP™ >> Star Performer Attributes >> *Perform Business Process™* >> Wealth Creation



- Outcomes created:
- ✓ Pipeline of Leads & Referrals
 - ✓ Profiled Targets of Dissatisfied Buyers, Early Adopters and Influencers

- Outcomes created:
- ✓ Lower Cost of Sales
 - ✓ Capital Efficient Revenue Model
 - ✓ Alternative Distribution creates opportunities to test new pricing, products, markets
 - ✓ Alternative Distribution creates strategic alliance and M&A opportunities
 - ✓ Balanced portfolio of revenues: service offerings, industries served and customer concentrations

- Outcomes created:
- ✓ Increase near term earnings
 - ✓ Position the company to attract an array of strategic options for value realization ("Strategic Optionality")
 - ✓ Predictable Cash Management
 - ✓ Proactive Client Management ensures budget accuracy and greater per client profitability
 - ✓ Top quartile growth created through market differentiation at service level

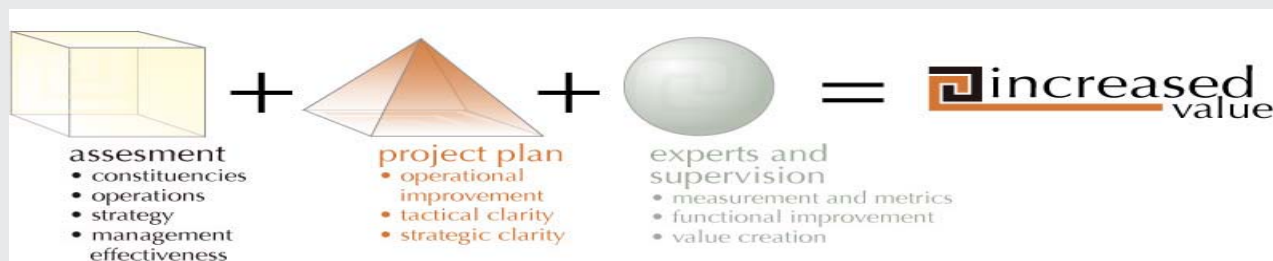
Ephor Revenue Service Methodologies

GrowthSTEP™: Chief Strategy Officer (CSO) for interim projects:

1. M&A Corporate Development,
2. Channel or Global Expansion Growth Initiatives.

FlightPlan: Chief Marketing Officer (CMO) including all Go-To-Market, Marketing, Channel and Revenue Growth Initiatives.

Market Research Intelligence: Brand Research, GoToMarket Intelligence, M&A Research Intelligence Services, Management Science Reporting (Operational KPI's and Performance Monitoring).



Congratulations!

Your company is doing great and you are growing. Sales are moving incrementally up the scale and outperforming your sales projections. But now you face a new set of challenges.

- *Do you need to diversify and grow your revenue sources?*
- *Are your revenue systems scalable or showing signs of weakness?*

Now that you've added more employees, it is critical that you put in place a plan to monitor growth towards your wealth goals. Over the past decade our methodologies have helped entrepreneurs and middle market companies manage and maximize profits. Our goal is to ensure you achieve immediate and sustainable results. Our approach puts capabilities in place that allow you to naturally and effectively handle the changes that occur in your business.

You've worked hard to reach this point. The decisions you make during this stage could mean the difference between enjoying the ride and feeling like you are rowing against the tide. You need to protect what's yours, and we can help!

The SME Opportunity

- I. The drivers have shifted from license software to cloud & SaaS solutions, from cost savings to capability enabling solutions, and from functional specific to business-centric.
- II. Utilization of technology is driving mass adoption to meet today's work requirements (flattening span of control, global multi-location complexities, younger workforce, mobile and contingent workforce).
- III. Recurring oriented business models are the market leaders. Portfolio and multiple distribution channels are key contributors to outperforming the competition.

Since 2006 we have been conducting ongoing research surveys on utilization and best practices for technology and outsourcing of more than 400 businesses every year to determine the market landscape, forecast, and opportunities.

Defining the SME Middle-Market Buyer:

The mid-market is significant as the table illustrates the potential universe of SME & mid-market employers with 50 to 10,000 full-time W-2 employees:

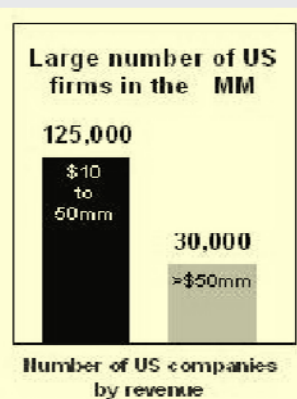
TARGET (thousands)	Americas	India & Middle East	Asia	Europe
Mid-market	100,000	10,000	25,000	100,000

What will satisfy the needs of the SME market is simplifying the technology and functional processes with a business-centric mindset.

The majority of businesses consider themselves mid-market enterprises. They have multiple vendors complicated by changing business demands and evolving landscape, and lack efficient and effective processes and expertise to adequately fit their needs.

The ideal customer buys to simplify their business, while valuing the solutions based approach coupled with industry vertical specific domain expertise.

By making the buying process easy, the long-term profitability potential is great.



Strategies for Growth

"In this slow growth economy, there will be bifurcation between leaders and laggards; the best revenue strategies will outperform the competition, and win the war for profitability."

Legacy Thinking	Revenue Strategy for 2012	Outcome of New Revenue Management Practice
"Feet-on-the-Street" Direct Sales	→ Multi-tiered Distribution	Lower Cost of Client Acquisition
Outbound Marketing	→ Inbound Marketing	Lower Cost of Sales Pipeline Creation
Lead Generation	→ Partner Generation	Referral based opportunity introductions.
Outbound Telemarketing	→ Market Research	Intelligence integrated into ongoing routines.
Market to Enterprises or SMBs	→ Market to Niche Verticals	Specialization = Improved Margins.

- Effective B2B growth strategies require capital efficient programs to reach qualified buyers.
 - "Feet on the street" models are legacy thinking.
 - Multiple lead sources are required to be capital efficient.
 - Multi-tiered distribution is key.
 - Referrals from partners, alliances, and communities will generate the majority of new clients.

Ephor Group Team Snapshot

Revenue

- Online Brand Strategy
- Market Intelligence
- Go-To-Market
- Routes to Market
- M&A Corporate Development

M&A

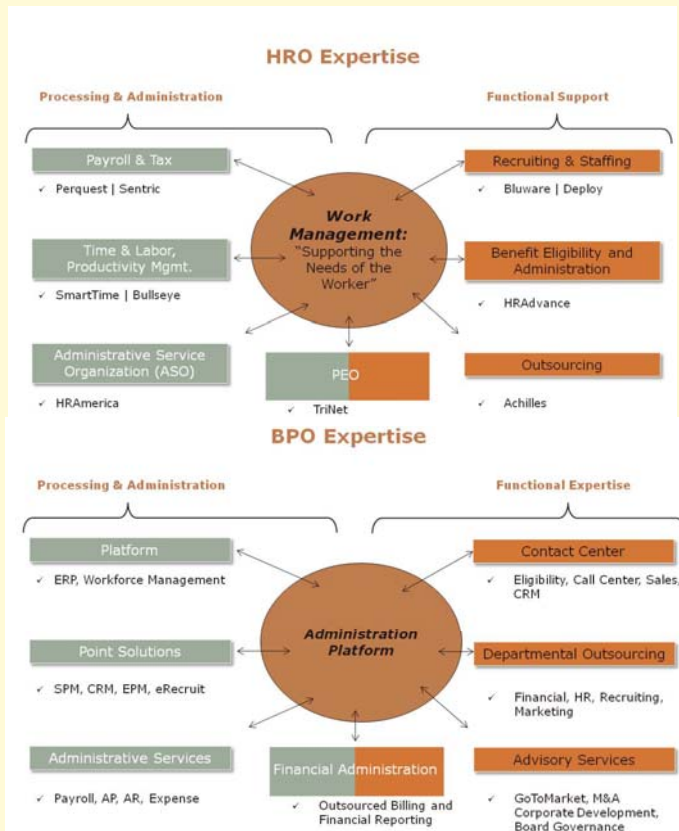
- M&A Research Intelligence
- M&A Sourcing
- Software Evaluation, Financial Engineering, Due Diligence

Email us for case studies for your industry sector @ [Ephor\[at\]EphorGroup.com](mailto:Ephor[at]EphorGroup.com)

The 2013 Market

Even in a slow growth economy, new emerging enterprises and market leaders will grow and prosper. And the market will continue to bifurcate into market leaders and laggards with none left in the middle.

Ephor Focus & Expertise:





Contact us for pragmatic, no obligation
intelligence for your industry sector and growth strategy.

[Ephor\[at\]ephorgroup.com](mailto:Ephor[at]ephorgroup.com)

solving the value equation

