



# Peregrine

OPERATING PARTNERS





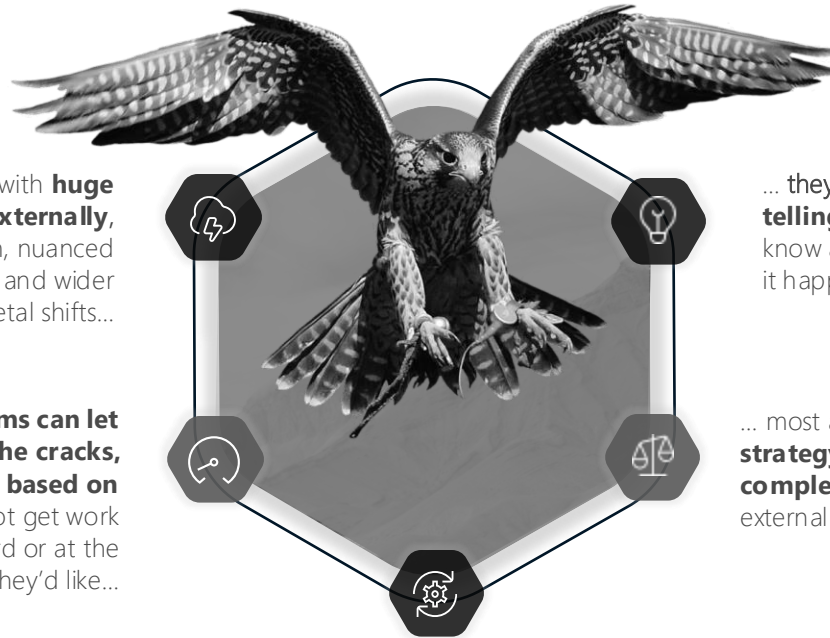
**Peregrine is a  
right hand to  
the leaders of  
privately  
owned  
businesses –  
helping them  
navigate  
succession,  
scale or sale**

- **The problem:** Leaders of independently owned businesses often know what's needed to drive growth – but tend to lack the bandwidth to deliver it Page 3
- **Who we work with:** We partner with owner-managers, next-gen leaders, stewardship teams and family advisers to unlock the next stage of growth Page 4
- **How we work:** We embed alongside you as a hands-on operational partner to shape your strategy, drive its delivery and coach you over the long term so it sticks Page 5
- **Credentials:** Our multidisciplinary team combines deep strategic and hands-on delivery experience spanning Google, the FT, Unilever, Hitachi and dozens more Page 6
- **Track record:** We've done this for businesses like yours navigating similar journeys – and delivered real results Page 7
- **Approach:** We diagnose, validate and deliver at pace – then stay as close as you need us, with ongoing insight and support Page 8
- **Get started:** The first step is a no-obligation performance review to identify where we can add value Page 9

# Leaders of independently owned businesses often know what's needed to drive growth – but lack the bandwidth to deliver it

Leaders are confronted with **huge amounts of complexity externally**, including AI-fuelled disruption, nuanced changes in consumer behaviours and wider societal shifts...

... internally their **teams can let things slip through the cracks, make decisions based on sentiment not data**, or not get work done to the standard or at the speed they'd like...



... they **don't primarily need someone telling them what to do** – they tend to know already, but lack the capacity to make it happen...

... most are too **small to justify a full-time strategy or transformation team, but too complex to progress** dramatically without external delivery support...

... they **struggle to extract themselves from day-to-day operations, to transition to the next generation**, take a more strategic role, or prepare for a sale



# We partner with owner-managers, next-gen leaders, stewardship teams and family advisers to unlock the next stage of growth

*We serve independently owned businesses generating up to ~£25 million in revenue, who take a long-term view on performance and impact:*

## **Owner-managers**

(e.g. founders, family principals, principal owners)

who want to extract themselves from day-to-day operations – whether that's stepping into the role they actually want to play, preparing for a sale, or transitioning the business to the next generation

## **Next-generation leaders**

(e.g. inheriting family members, designated external successors)

taking on a portion of a family portfolio, seeking to establish themselves in a new role, manage expectations across generations, and implement changes to match the fresh ambition of new leadership

## **Senior stewardship leaders**

(e.g. family office CEOs, portfolio directors)

of small to mid-sized family offices' assets, where the original family is at arm's length from operations, keen to drive increases in the financial returns delivered on the owners' behalf

## **Family advisers**

(e.g. coaches, lawyers, wealth managers, accountants)

who want to provide additional detailed operational support to their own clients, where the business is a potential source of family tension



# We embed alongside you as a hands-on operational partner to shape your strategy, drive its delivery and coach you so it sticks



We **get things done**, working within the business as a **hands-on operational partner**, bringing strategic thinking and execution capacity



We bring an **impartial perspective** to strategy, shaping where to play, how to win and what to prioritise **with data rather than gut feel**



We instil **pace and discipline**, identifying new growth sources, restructuring teams, streamlining workflows, and driving projects to completion



We **implement technology and AI** changes that are **proportionate and practical** – not adding complex change for the sake of it



We **accelerate decision-making** by bringing relevant **data, benchmarks** and experience from a cross-sector **network of specialists**



We stay close as a **long-term adviser and sounding board** - flexing between coaching, board chairing, and industry masterclasses as needed; our ongoing **retainer model aligns our incentives** to yours and means we **understand your business** deeply

# Our team combines deep strategic and hands-on delivery experience spanning Google, the FT, Unilever, Hitachi and dozens more

ADWEEK

Google

DMGT

AVIVA

MICRO  
FOCUS

HITACHI

vodafone

FT FINANCIAL  
TIMES

Unilever

InPost

FORTNUM  
& MASON  
EST 1707

LIBRARY  
HSN LIB

BT

easyJet

- Our **experience delivering transformation programmes** for large and varied corporates has honed our craft in **strategy, financial modelling, coaching, data science, and AI**
- We're supported by **senior subject-matter expert providing industry benchmarks, lived experience and trusted connections** that accelerate delivery
- We bring the **rigour of large-scale transformation, applied proportionately** – stripping out unnecessary complexity and focusing on what will move the needle
- Our clients get the **benefit of methods proven at scale**, without the overhead, timelines or cost that typically come with them



# We've done this for businesses like yours – and delivered real results, including double digit revenue and EBITDA growth

- Our experience at the **largest corporates sharpened our tools and thinking; we now apply our proprietary methods to independently owned businesses** – where the impact is faster and more tangible
- **This distinctive, hybrid approach now has a proven track record**, at a specialist furniture manufacturer, a national media company, and a wealth management firm (*the scaled and exited family business of one of our founding partners*)
- **The combination of this corporate experience and a deep understanding of what makes independently-owned businesses unique has helped our clients deliver lasting results** – including revenue growth of 50% and EBITDA uplift of 10% within months of working together

## CASE STUDY



### CONTEXT

A family-owned wealth management firm was over-reliant on its owner, limiting its sale value.



### SOLUTION

In under six months, we delivered a long-term strategy, a repeatable marketing methodology, a new website, lean ways of working, a task management technology, and a new online proposition.



### IMPACT

Revenue grew 50%+ with steady margins and significantly reduced owner-dependence. The firm won Money Marketing's UK Small Adviser of the Year and the owner achieved an attractive exit.



# We diagnose, validate and deliver at pace – then stay as close as you need us, with ongoing insight and support

## 1. Performance Diagnostic

## 2. Design

## 3. Implementation

### 2a. Outline Strategy & Data

### 2b. Detailed Strategy & Data

### 3a. Delivery Sprints

### 3b. Ongoing Retainer

1 WEEK - FREE

2 WEEKS – ALL CLIENTS

12 WEEKS – AS NEEDED

4 WEEKS – AS NEEDED

ANNUALLY – AS NEEDED

**Current business performance assessed, with a tailored report providing practical tactics to drive growth**

*FURTHER DETAIL PROVIDED OVERLEAF*

**Strategic options defined, with a plan to test them and quick wins to pursue**

- ✓ Realistic paths to growth – with where to play and how to win choices – grounded in how the market is likely to evolve
- ✓ Case for and against each path, including what would need to be true for each to succeed
- ✓ Actionable plan for testing uncertainties behind each path and no-regret moves to make now
- ✓ Shortlist of opportunities to do more with data, based on review of what's held and how it's used

**Strategy confirmed, with delivery plan and metrics to track progress in place**

- ✓ Assumptions behind each option tested via user research, market analysis and capability review
- ✓ Costed business case setting out the financial benefits and the investment required
- ✓ Delivery plan with milestones, owners and metrics to track progress
- ✓ Data structure and uses defined, with an outline of the systems and data work needed to deliver them
- ✓ Impact reporting dashboard set up to track key metrics

**Key priorities delivered at pace, through hands-on support**

- ✓ Embedded delivery support to get things done with speed, reliability and to a high standard
- ✓ Tightly scoped short-term projects focused on the areas most critical for delivering the strategy, such as:
  - Restructuring teams
  - Implementing new tech
  - Redesigning workflows
  - Building data architecture
  - Assessing new market entry

**Strategy implemented and leadership capability built to sustain it**

- ✓ **Standard:** Monthly performance report with analysis of key metrics and tailored tactics, plus quarterly check-ins to review progress against the roadmap and agree priorities for the next period
- ✓ **Premium:** Everything in standard, plus: coaching for next-gen, facilitation of leadership away days, access to industry experts, and an enhanced quarterly performance report that includes analysis of your company's talent, market and customer base



# The first step is a no-obligation performance review to identify where we can add value

- Our diagnostic process is rapid and thorough:
  1. You share a light-touch set of data with us – key financials, team structure, and your own view of where the business is heading – and we analyse that ahead of the session so we come prepared
  2. We then run a focused 90 minute online workshop, using the data analysed to guide the conversation towards the areas with the greatest potential for improvement
  3. You walk away with a tailored report containing practical value-creation tactics for improving performance, and – if needed – a clear view of the factors a new strategy should address
- **No commitment or charge is required:** the review is designed to be useful whether or not we go on to work together
- **We only work with a small number of clients at any one time** so we can stay hands-on and deliver value

## — ILLUSTRATIVE SUMMARY REPORT —

### Strategic options

Where will we compete? Target segment choices	How will we win? Value proposition choices		
	Subscription	Events	Portfolios
Double down on advisors	Retain current subscription fee model	Retain (profitable) annual event	Continue with XX existing model portfolios
Advisors + family offices	'Premium' content offering linked to advisor's AUM	Run more events given they are profitable	Add additional model portfolios
Family offices only	Entirely free content offering to drive AUM	Make annual event more focused on lead gen	Reduce the number of model portfolios
Family offices + institutional investors	Offer premium tier via dedicated account managers	Increase AUM focus AND run more events	Offer ability to customise model portfolios

### Data maturity

Dimension	Current Maturity	Scale (1-5)	Status	Key Strengths	Priority Focus
<b>Data Strategy &amp; Vision</b>	Defined strategy but not fully articulated	2	Low	Leadership alignment on importance of data	Establish clear data strategy and roadmap
<b>Data Governance &amp; Management</b>	Basic governance in place	2	Low	Data policies documented	Strengthen governance framework and accountability
<b>Data Quality</b>	Intermittent data quality	2	Low	Some data quality monitoring in place	Implement data quality monitoring and reporting
<b>Data Architecture &amp; Integration</b>	siloed systems with limited integration	2	Low	Some key systems integrated	Build a unified data platform and architecture
<b>Data Accessibility &amp; Usage</b>	Data available to limited users	3	Medium	Key reports and dashboards available	Improve data access and self-service capabilities
<b>Analytics &amp; Insights</b>	Descriptive analytics in use	3	Medium	Regular reporting cadence established	Move to enhanced analytics and insight generation
<b>Data Culture &amp; Skills</b>	Strong data literacy	3	Low	Strong awareness of data's value	Build data literacy and upskill teams
<b>Data Security &amp; Privacy</b>	Basic security controls in place	3	Medium	Compliance with key regulations	Strengthen security and privacy practices





# Peregrine

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