

JS³ Consulting

Creating North Highland's Future, Today

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HIGHLAND WORLDWIDE



Washington University in St. Louis
OLIN BUSINESS SCHOOL

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Executive Summary

North Highland remains moderately unknown to high profile clients within St. Louis despite operating in the area for over four years. Although refocusing more marketing expenses towards St. Louis seems logical, Sparks Grove, North Highland's marketing team in Atlanta, will not provide localized support. Additionally, local marketing efforts must have a "decided ROI within the local market" (Green, North Highland). North Highland desires to increase their presence and preference within St. Louis. If North Highland does not increase its engagement, they will be at risk of stagnation within the St. Louis region.

North Highland's target audience in the St. Louis area are middle managers. These managers make about \$100,000 annually, and are 30-39 years old. These middle managers demonstrate great commitment to civic engagement and social change in their affiliations. In general, the St. Louis business sphere is committed to strong community engagement and genuine relationships. We structured our communication strategy and solutions to reflect this disposition towards community involvement. Our three initiatives are a scholarship, grant and speaker series. Each project shares in the general vision of promoting civic engagement and increasing the opportunity for North Highland to foster meaningful and genuine relationships with their target audience.

We also offer three suggestions for implementing these initiatives: an internship, an internal committee, and Hootsuite. With all three elements of implementation in place, North Highland effectively minimizes their expenditure of time, effort and other human capital while simultaneously ensuring the efficacy of their initiatives, from development to execution.

Industry Report

Firm Overview

Mission

North Highland is a multinational consulting firm that creates and facilitates the implementation of personalized business strategies through a relationship driven model. This model prompts their consultants to better comprehend a client's corporate culture, problems, and aspirations instead of copying previously applied tactics used for another company. Each North Highland branch targets local firms in order to establish a long-term relationship with their client. Their commitment to clients is demonstrated through their mantra -- "You First." Much like the "Give a Man a Fish" proverb, North Highland empowers their clients by providing them with the skill sets needed to replicate success. When hiring a consulting firm, a client can either hire another firm for a quick fix or hire North Highland to inspire lasting change.

Firm History & Growth

Dave Peterson founded North Highland in Atlanta on the belief that a consulting firm does not have to conform to pre-existing standards. North Highland is neither a large centralized firm with fly-in consultants nor a small boutique firm. Instead, North Highland employs a regional model that disrupts the consulting industry by establishing twenty-four branches across the U.S and U.K where consultants work with clients within their own hometown. Mr. Peterson's revolutionized corporate structure provoked North Highland to become, according to Consulting Magazine, the "Best

Firm to Work for" eight years in a row. A primary factor that attributes to North Highland's success is that it is 100% employee-owned. Consultants are therefore motivated to work harder than consultants at other firms because they have a financial stake in the company's success. North Highland has established an unparalleled brand with the goal of caring for its clients and the communities that each branch serves.

North Highland has found great success with this innovative approach to consulting, posting aggressive double-digit growth percentages for many years running. Currently, the firm is primarily situated in the United States, with headquarters in Atlanta, Georgia. Since its creation, North Highland has expanded its breadth of services. Now, the firm offers consulting, marketing, analytics, managed services and staffing. In addition to fostering aggressive growth and expansion into new fields, this unique franchising model was also a defining force behind North Highland's corporate culture.

Firm Culture

The rise of a distinct culture at North Highland makes sense – employees can foster relationships with their bosses, coworkers, clients and homes when they don't have to travel constantly. In addition to allowing employees to develop rewarding lifestyles, the firm also empowers employees by allowing them to be owners. Between empowering employees at home and at work, North Highland cultivates a corporate culture embedded in passion for the company. North Highland has effectively aligned employee and firm interests, creating a clear path towards growth and success.

Vehicles of Communication & Messaging

North Highland has a unique model for reaching their clients and company. The company owns its own advertising agency called Sparks Grove, which is also headquartered in Atlanta. Sparks Grove acts as an external and internal advertising agency for North Highland, serving North Highland clients as well as North Highland itself. Sparks Grove provides a national approach to North Highland's advertising efforts, creating the advertising materials that the firm uses on the widest scale. Unfortunately, North Highland faces increasing difficulty when scaling this messaging further and further from Sparks Grove's headquarters in Atlanta. As a result, the firm's individual branches are also responsible for finding their clients.

At each branch, employees are tasked with growing the pool of clients. In fact, North Highland makes entrepreneurial spirit a point of emphasis when hiring employees because they play such a pivotal role in growing the business. The company does well in fully leveraging its corporate culture here – using the passion employees have for North Highland as an effective tool for expanding the business.

North Highland's primary communication tools are its website, Twitter account, and the global marketing campaigns executed by Sparks Grove. Additionally, North Highland is an affiliate of Cordence Worldwide, a global management consulting alliance comprised of seven international consulting firms. The alliance serves sixteen nations.

Firm Differentiators

In an attempt to provide a truly inimitable consulting experience and drive value for their clients, North Highland brings four key differentiators to the table:

1. North Highland is a smarter investment.
 - a. North Highland guarantees their work, ensuring that their customer receives a satisfactory experience. Since other firms provide no such guarantee, North Highland provides a comparatively mitigated risk for their clients.
 - b. North Highland ensures that the consulting they provide is built from scratch for their specific client's needs. The firm doesn't use silos or off-the-shelf frameworks when analyzing clients, meaning each of their solutions are tailor made.
2. North Highland brings high-caliber consultants.
 - a. Consultants at North Highland build long-standing relationships with their clients. Since the firm's branch and the client share locations, they are able to build relationships through professional integrity and trust.
 - b. Consultants at North Highland bring years of collective experience. North Highland focuses on hiring seasoned consultants, rather than recent graduates. As a result, the client will receive a consulting experience from an extremely well-versed and practiced team.
3. North Highland is easy to work with.
 - a. North Highland provides an accessible and collaborative consulting experience. Since North Highland provides a wide variety of services, their consulting approach offers a particularly diverse series of outlooks.

This diverse series of opinions lends itself to a collaborative environment, which bleeds into the firm-client relationship.

- b. At North Highland, employees are also owners of the company. In this sense, employees are obligated to hold themselves fully accountable when dealing with clients, otherwise their ownership stake in the company suffers.
4. North Highland is a catalyst for client success.
- a. At North Highland, the employee-client relationship represents a true alignment of interests. Since employees are personally invested in North Highland's success as owners, they are, by extension, personally invested in their client's success. To put it simply, employees are successful when clients are successful.
 - b. At North Highland, the firm-client relationship runs deep. Since North Highland puts branches where its clients are, employees easily become invested in the performance of their clients.

Industry Overview

Financial Outlook

Currently, the consulting industry is experiencing great success, as firms across the industry are operating efficiently and seeing significant returns. The industry is estimated to be worth \$14 billion, experiencing a projected annual growth rate of 8.8%. While the industry had a slight dip following in the recession, the field is now seeing its greatest days since the dotcom boom. From an employee perspective, the field is already fairly large and still growing, with over 250,000 consultants practicing in the U.S. (Wetfeet, 2012).

Firms in the consulting industry fall into 3 categories based on their reputation and revenue (Wetfeet, 2012):

1. "Big Four"

The "Big Four" are the 4 largest accounting firms in the U.S. These firms place a strong emphasis on strategy and operations consulting for their clients. They are different from other firms in that they offer extensive help in the implementation of their solutions, particularly in Information Technologies. These firms are:

- Deloitte
- Ernst & Young
- KPMG
- PricewaterhouseCoopers.

2. Industry Elite

Similar to the “Big Four”, these firms also offer strategy and operations consulting, though not as much help on solution implementation. They typically service Fortune 500 companies and boast enormous revenues. They consult for the top officers of their clients. Some firms in this category are:

- McKinsey
- BCG
- Booz-Allen
- Bain
- A.T. Kearney.

3. Boutique Firms

These firms typically have a regional grasp on the consulting market. They also tend to specialize for particular industries or functions, as their ability to compete on every front is hampered by their small size. While they are small, they still offer great consulting services, albeit in niche fields.

Key Competitors

North Highland's primary competitors are: Booz Allen Hamilton Inc., McKinsey & Co., and A.T. Kearney (Hoover's Inc). Despite having the least amount of overlapping divisions, Booz Allen Hamilton has the most similar message with North Highland. Their marketing campaign is centralized around the theme “inspiring new levels of success.” A.T. Kearney, though, is most similar to North Highland in respect to revenue and overlapping divisions therefore posing as its most immediate competitor. Below are figures and statistics from North Highland's competition.

Chart Citation: (Form 10-K 2010), (America's Largest), (A.T. Kearney)

	Booz Allen Hamilton	McKinsey & Co.	A.T Kearney	North Highland
Year Founded	1914	1926	1926	1992
# of Locations	93	108	61	45
Revenue	\$5.48 billion (2014)	\$7.8 billion (2013)	\$1.1 billion (2014)	N/D
# of Employees	22,000	17,000	3,500	2,500
Overlapping Divisions with North Highland	Energy Financial Institutions Healthcare	Energy Financial Institutions Healthcare Media/Entertainment Public Sector Retail Travel & Transport	Energy & Utilities Financial Institutions Healthcare Media/Communications Public sector Retail Travel & Transport	N/A

Marketing Strategy & Competitive Advantage

North Highland's current marketing strategy establishes the theme of a multinational consulting firm striving to "unleash potential together" through a relationship driven model. Additionally, North Highland boasts a 100% satisfaction guaranteed promise.

Most competing firms can only differentiate themselves from one another through served verticals or revenue intake. North Highland filled the niche of a locally serving consulting firm and exploited the market by growing to a company with 1,300 consultants in twenty-four states.

Customer Overview

Verticals Served

North Highland provides a comprehensive approach to their clients, serving entire verticals. In particular, North Highland plays a substantial role in the following industries:

- 1. Energy and Utilities
- 2. Financial Services
- 3. Healthcare
- 4. Life Sciences
- 5. Media and Entertainment
- 6. Public Sector
- 7. Retail
- 8. Transportation

North Highland offers a wide breadth of services ranging from consulting to marketing to analytics. The firm has the capacity to contribute in all of the aspects of an industry through these services.

The St. Louis branch of North Highland specializes in consulting for companies in the Financial Services, Healthcare, and Life Sciences industries. The Financial Services sector encompasses: Capital Markets, Commercial/Mortgage/Retail Banking, Enterprise Payments, Insurance, Risk Compliance, and Wealth Management. Within these specialties, North Highland manages risk, better's customer relationship management (CRM), and helps create a more engaged workforce. In Healthcare, North Highland works to guide clients through the challenges produced by healthcare

reforms. Recently those challenges have included: "Electronic medical records (EMR), accountable care organizations, ICD-10, and physician engagement." In the Life Sciences division, consultants restructure business strategies to be a customer-centric sales force that increases return on investment for R&D (North Highland).

Audience Profile

Target Audience & Client Characteristics

Summary

By considering the demographics and psychographics of their audience, North Highland will be able to deliver effective and lasting solutions for their clients. North Highland typically works with middle and upper managers in need of consulting assistance. These clients work directly with upper management to determine if the proposed solutions are feasible and to implement improvements. North Highland's clients are wealthy, well-educated, and often live in St. Louis suburbs. They make decisions in different ways, though they tend to lean towards charismatic and follower decision-making styles. While they do not struggle to meet physiological needs, they strive to reach personal fulfillment by engaging in activities outside of work such as religion, politics, and non-profit leadership. Work is, however, a priority for these clients, who strive for measurable results within their companies. These measures of success help them attain promotions and salary raises, contributing to a high position in the corporate ladder. North Highland appeals to these managers because they can deliver realistic and profitable solutions that fit their needs.

Client Verticals

North Highland's clients in St. Louis primarily work in three verticals: Health Care, Financial Services, and Life Sciences. Approximately 75% of the office's business comes from the health care vertical (Green & Jones).

St. Louis's largest employer is Barnes Jewish Hospital with 21,468 employees (City-Data). The hospital has a unique partnership with Washington University's Medical School, and is a global leader in hospitals and research (US News & World Report). This skew toward health and the sciences reflects the St. Louis economic landscape, which has bio-science, health care, and education positioned as its three main industries (Forbes).

Client Portfolio

North Highland develops clients from both anchor and small client accounts.

1. "Anchor Accounts"

To build a diverse portfolio, the St. Louis branch strives to have large corporate clients who operate within the city. These companies often find themselves on the Fortune 500 list and boast thousands of employees. As anchor accounts, these clients serve as a consistent source of revenue for North Highland. This audience often desires managed services from North Highland to help improve the operations of the company (Green & Jones).

2. "Small Clients"

In addition, North Highland desires to work with smaller companies in order to fill the remainder of their portfolio. These firms tend to have less infrastructure and internal support than anchor accounts, so they often pursue different services from North Highland. These clients request services irregularly, only coming to North Highland for help every 2-3 years and seek counsel and advisory & strategy (Green & Jones).

Demographics

Location

The suburbs of Chesterfield and Ladue house many managers and their families. The following table captures the socioeconomic profile of these two suburbs.

	Chesterfield	Ladue
Population	18,729	10,388
Median Age	43.6	47.6
Median Income	\$139,400	\$103,800
Gross Consumer Expenditure	\$567 Million	\$340 Million
Consumer Expenditure per Household	\$88,241	\$76,712

Chesterfield is particularly attractive for middle to upper managers because of the strong school system, including Chesterfield Elementary, Parkway West Middle School and Marquette High School. The high school currently ranks 5th in the state and boasts strong college acceptances and preparedness (US News & World Report).

Ladue is another attractive suburb for managers and middle managers at corporate firms. Ladue is similar to Chesterfield in that it is an upper class community with approximately 50% of residents making more than \$100,000 per year and a median age between 35-44 years old (Nielsen). Approximately 55% percent of families in Ladue have children. Both of these communities have a demographic breakdown of approximately 80% white residents (Nielsen). While we cannot definitively draw a conclusion on the ethnicity of managers at corporate firms, we can make some inferences based on this regional data.

Age and Income

The primary income level of managers at large corporate firms hovers just above \$100,000. According to a study from Harvard Business School, the average age of mid-to upper-level managers is 30 to 39 (Zenger).

Education

The majority of middle-to-upper managers across the nation have a bachelor's degree in business administration (Learn.org). Additionally, some companies hire business managers based solely on experience rather than a formal education.

Psychographics

Personality Characteristics and Attitudes

By understanding the psychographics of their clients, North Highland will be able to effectively determine "why" the clients will use North Highland's services.

North Highland's clients serve as middle and upper managers who exhibit dominant psychographic traits. Bob Miller and Gary Williams developed a model to understand the way in which these kinds of executives make decisions. They categorized people into five categories: followers (36%), charismatics (25%), Skeptics (19%), thinkers (11%), controllers (9%). North Highland's clients, according to this model, will be followers and charismatics more than half the time. Followers make careful decisions and act with fairness and empathy. They can be leaders, though their strength is in negotiating and finding an attractive bargain. On the other hand, charismatics are "excited by innovative promises" (Ghanadan). In other words, they strive for innovation and are more than willing to take risks. These managers enjoy having the spotlight, often achieved by delivering measurable results. Both followers and charismatic managers prefer to have comprehensive data when making decisions.

Lifestyle

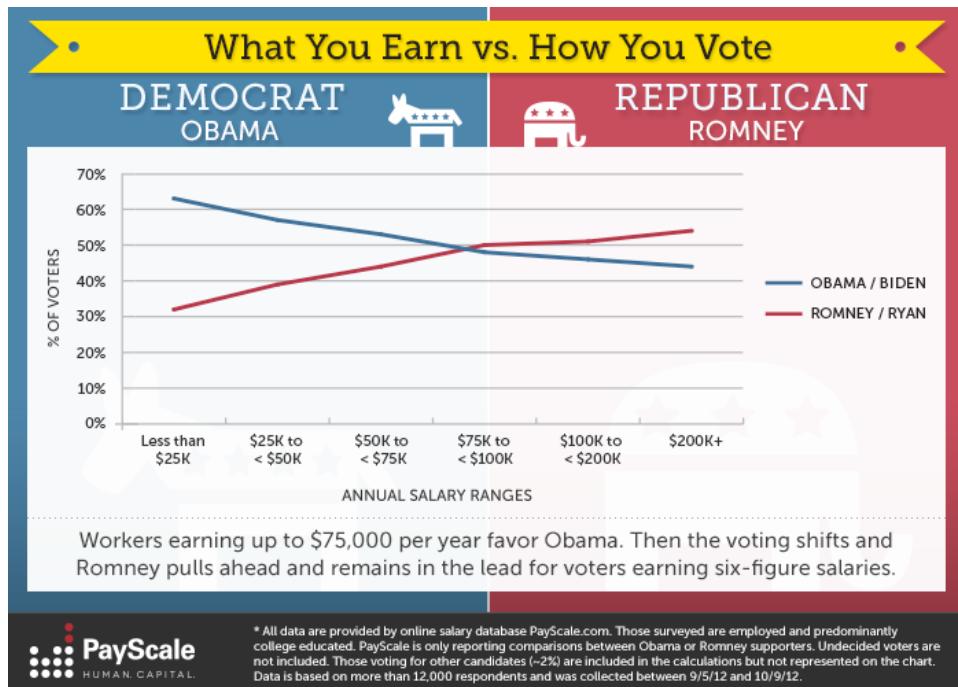
Although work life balance is often considered a myth in the business world, there is value in understanding the activities managers complete outside of work. Through this knowledge, North Highland can better understand the way business executives act in the workplace. A study by Harvard Business School interviewed 4,000 executives worldwide and presented findings about life at home and what helps an executive maintain the ever-desired work/life balance. Men and women executives view their roles at home differently. For women, home life requires a more extensive amount of time with children, which can be hard to attain while working full time. Men, on the other hand, consistently expressed their role as the breadwinner, and did not have the same need to spend extensive amounts of time with their children.

Managing technology can also be a large concern for managers. Greater than a third of those surveyed find technology an invasion to personal life, while a quarter think it is liberating (Harvard Business School). Learning to manage technology and the balance between being engaged in family life and connected to work is a critical balance needed to attain personal well-being.

Another key to managers having successful home lives includes developing strong networks of “behind-the-scenes” supporters (Harvard Business School). These networks help executives reduce stress in home life and care for necessary tasks so they do not have to be engaged in menial tasks while at home.

Political and Religious Factors

Political and religious factors influence the decision of managers, though conversations about these topics do not typically occur during the work day. The state of Missouri voted Republican in the 2012 presidential election; however, wage can also be an important factor in understanding the way one identifies politically. An analysis of the 2012 presidential election (Thompson) shows that those with incomes above \$75,000 tended to favor Romney, the Republican candidate.



Within St. Louis, 49.03% of citizens consider themselves religious, compared to a national average of 48.78%. Catholicism dominates the religious scene, boasting 20.09% participation, followed by 9.87% Baptist and 4.73% practicing other Christian faiths within St. Louis (Sperlings). The following table shows the full breakdown of religious practices within St. Louis.

RELIGION	St. Louis, Missouri	United States
Percent Religious ?	49.03%	48.78%
Catholic ?	20.09%	19.43%
LDS ?	0.66%	2.03%
Baptist ?	9.87%	9.30%
Episcopalian ?	0.42%	0.63%
Pentecostal ?	1.21%	1.87%
Lutheran ?	4.10%	2.33%
Methodist ?	3.38%	3.93%
Presbyterian ?	3.02%	1.63%
Other Christian ?	4.73%	5.51%
Jewish ?	0.73%	0.73%
Eastern ?	0.41%	0.53%
Islam ?	0.42%	0.84%

Motivators

Affiliation

North Highland's clients often affiliate with religious and community groups and find belonging from their families. Some of these groups demonstrate a particular sensitivity towards civic engagement. Thus, the middle manager's affiliation with these groups cultivates a robust commitment to the well being of the St. Louis community. In addition, intermediate and extended families provide love and support that allow managers to be successful in their careers.

Adventure/ Distraction

North Highland's clients unwind during time off. Each company has designated number of days that count paid time off in which employees can reconnect with their family, fulfill personal needs, and even travel.

Benefit of Service

The implementation of North Highland's services within firms benefit middle managers because it demonstrates their proactive ability to address problems. Upon completion of the project, the manager reaps the benefit of North Highland's success and will be more likely to receive a bonus or promotion in the future.

Deterrents

Having enough time and seeking other options are two significant deterrents for North Highland's clients. Managers in client offices work on numerous projects, and pursuing a company for consulting work can be another task on a long list of items to complete. North Highland's services rely on engagement from both North Highland and the clients, so if one party is not engaged, it can be difficult to identify correct problems and implement solutions.

A second deterrent for managers is having other options for consulting companies to choose. The big three consulting firms, McKinsey & Company, the Boston Consulting Group (BCG), and Bain & Company are well-known and offer polished presentations and a well-known name to larger clients. Other consulting firms in St. Louis such as Accenture, Booz Allen Hamilton, Manpower, and Towers Watson offer alternatives to North Highland's services. It is critical that North Highland develops a clear reason why to choose their services over their numerous competitors.

Conclusion

North Highland's diverse suite of services impacts the middle and upper managers with whom the company works. The St. Louis office Work life balance proves to be an important part of the lives of these clients. The beliefs, values, and culture of North Highland's audience shapes the decisions the clients make. By understanding North Highland's direct audience, the company will be able to advertise and deliver solutions to propel North Highland forward as a global leader in consulting.

Communication Strategy

Significance of Corporate Civic Engagement

The overall theme of our communication strategy is increasing corporate civic engagement. This theme links directly into our audience profile. St. Louis is unique in that people here place a particular emphasis on relationships and community engagement. People within St. Louis care about connecting with others and making positive change in the community. This culture bleeds into how business works in the city. In order to reach its audience, it is North Highland's best interest to leverage the

value their audience places on civic engagement and genuine relationships. Our three initiatives create real social change, something our audience will take notice to.

"Students Reaching Higher" Scholarship

About

The "Students Reaching Higher" initiative is a \$500 scholarship intended to benefit students who have shown an extraordinary commitment to diversity within the St. Louis community. Each year, North Highland will award four outstanding students with the scholarship. This scholarship focuses on the same districts where North Highland's middle manager clients reside: Clayton, Chesterfield, and Ladue. Thus, the scholarship utilizes the lense of family, targeting middle managers as parents.

In addition to providing this financial resource, North Highland will provide a one-week externship to the students by partnering with potential anchor accounts in the St. Louis community. In doing so, North Highland will have the opportunity to network with these potential clients while helping students with their career goals, making for another way to reach the target audience. Through this scholarship initiative, North Highland is able to build a genuine relationship with a potential client. North Highland and the community partner build a rapport based on a mutual commitment to civic engagement and diversity initiatives. This ideological base for their relationship ensures long standing and fruitful business dealings.

Vehicles

The vehicle below is the scholarship application. It succinctly captures the purpose behind the scholarship and attracts students committed to diversity.

North Highland: Students Reaching Higher Scholarship Application

Please answer each of the following essay prompts in 500 words or less. If you have any questions concerning our scholarship. Please don't hesitate to contact us at nhgrant@gmail.com or at 314-458-8855.

Questions

1. How have you embraced and promoted diversity in your community?
2. What does diversity mean within the St. Louis community?

Submission

Email: nhgrant@gmail.com
Mail: 7733 Forsyth Boulevard
Suite 1100
St. Louis, MO 63105



The vehicle below is North Highland's press release following the scholarship decisions.

**North Highland St. Louis Presents
Recipients of Students Reaching Higher Scholarship**

FOR IMMEDIATE RELEASE

North Highland St. Louis is thrilled to release the winners of this year's Students Reaching Higher Scholarship. Cassandra Miller, Ben Levine, Natasha Brawler, and Jack Richards have each received \$500 toward their secondary education plans. These students live in Clayton, Laude, and Chesterfield. This is the first year the scholarship is being presented.

North Highland St. Louis rewards students who have demonstrated an outstanding commitment to diversity within their community. In addition to the financial resources of the scholarship, North Highland will provide each recipient the opportunity to partake in a one-week externship within a field in which he/she is passionate about.

The vehicle below is a newspaper article that takes from North Highland's press release following our scholarship decisions.

ST. LOUIS POST-DISPATCH

North Highland just released their four annual winners of the Students Reaching Higher Scholarship. Each student has been recognized for his or her extraordinary work promoting diversity within the St. Louis community. North Highland consultants releases this scholarship each year and receives over 100 applications. The student winners receive \$500 toward their secondary education goals as well as the opportunity to participate in an externship within the community.



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Cost

North Highland can expect to provide 4, \$500 scholarships annually. Thus, the total expense for the scholarship initiative is \$2000. This monetary cost is relatively manageable for North Highland, making for a feasible community recommendation. An additional cost to consider is human capital. Fortunately, the added time commitment of sifting through scholarship applications is fairly minimal.

Grant

About

The "Communities Reaching Higher" initiative shares a similar skew with the scholarship, but addresses the audience through new angles. This initiative would be a grant worth \$1500. It is intended to provide resources to members of the community 16 years or older who wish to implement their own diversity projects to better St. Louis.

Two grants will be given to ambitious community members annually. Additionally, the recipients of these grants will receive free consulting services from North Highland throughout the ideation and implementation of their projects. This ensures that North Highland is involved with the recipient's project on a more than superficial level. This initiative targets our middle manager audience in two ways.

Firstly, the grant will produce significant press and public relations for North Highland. The grant's substantial worth would translate to significant and meaningful initiatives by the grant recipients. In this sense, the grants would enable a significant amount of social change, which would ultimately contribute to greater press and public relations for North Highland. This tangentially targets the middle managers by raising the general brand awareness of North Highland in the St. Louis public.

In addition, this grant initiative targets the middle managers specifically. We found in our audience profile that the typical middle manager is affiliated with a variety of groups that prioritize changing St. Louis for the better. These groups demonstrate a particular sensitivity towards civic engagement, and would consequently be receptive to North Highland's initiatives. Thus, North Highland could target the middle managers by sending their press releases to these groups, ensuring that North Highland's audience is attentive towards this project.

Vehicles

The vehicle below is the application for the grant. It briefly captures the motive behind the grant and puts in place a selection process for the grant.

North Highland: Communities Reaching Higher Grant Application

Please answer each of the following essay prompts in 500 words or less. If you have any questions concerning our scholarship. Please don't hesitate to contact us at nhgrant@gmail.com or at 314-458-8855.

Questions

1. Why and how have you shown your commitment to improving diversity in St. Louis?
2. Tell us about your project and how you will be using your funds.

Submission

Email: nhgrant@gmail.com

Mail: 7733 Forsyth Boulevard
Suite 1100
St. Louis, MO 63105



The vehicle below is an article written about the grant recipient's project in the newspaper. We expect local press to pick up the story quickly due to the size of the grant and significance of the ensuing projects.

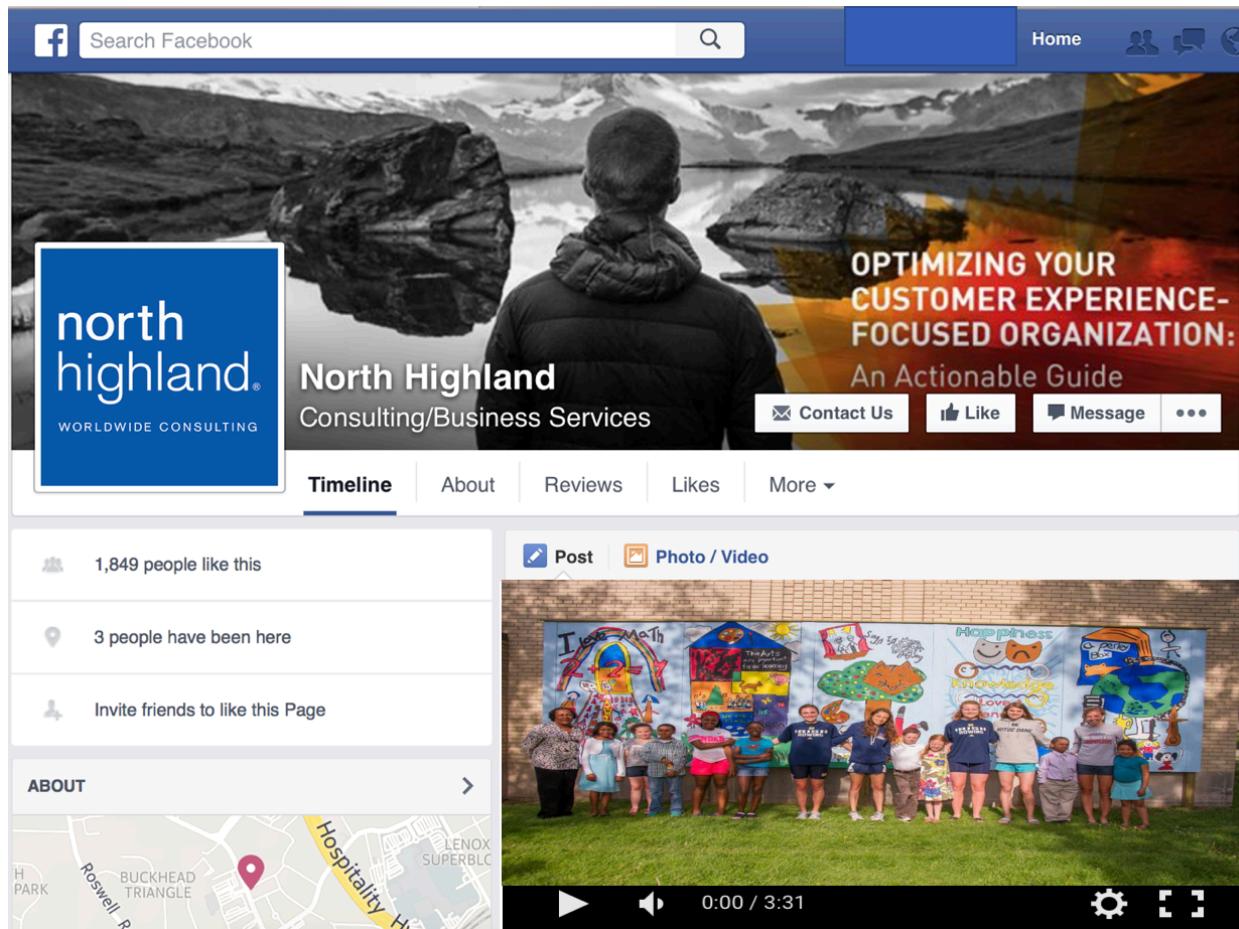
ST. LOUIS POST-DISPATCH

After careful consideration, North Highland has announced the recipients of its Communities Reaching Higher Grant. The grants are \$1500 and aim to support local projects that promote and foster diversity in the St. Louis community. Additionally, the recipients of these grants will receive free consulting services from North Highland in order to better implement their projects in the community.

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The vehicle below is the Facebook page of North Highland with a video of the grant recipient. It captures the event the recipient is creating and North Highland's significant community involvement.



Cost

North Highland can expect two monetary costs upon the implementation of our grant initiative. Firstly, the cost associated with the grant itself. With 2 grants costing \$1500 each, North Highland would commit to a \$3000 figure. In addition, one of our primary vehicles is a video that details the grant recipient's project and North Highland's involvement. This video would need to be outsourced to a professional video editor. After cross-referencing some general cost profiles and freelancing websites Upwork and Craigslist, we found that the average cost to produce 2 videos with professional quality is approximately \$750 (Hinge). Thus, the overall monetary cost associated with this initiative is \$3750.

Speaker Series

About

Our third initiative targets the middle manager audience directly through a speaker series that happens once per quarter. Each event in the speaker series has a focus on a different industry North Highland's St. Louis branch works in. Thus, the events would span Health Care, Life Sciences, Energy & Utilities and Financial Services. The speakers at these events would be sourced from academics and professors at Washington University that specialize in the industry of that event. These events share the common theme of industry improvement. The speakers would discuss how their industry can become more ethical, fair, and equitable. In addition, there would be a particular emphasis on how these industries can leverage their resources to improve the community. This focuses on our audience directly, emphasizing community improvement in conjunction with their particular industry. Thus, the initiative targets middle managers through their dispositions and their job.

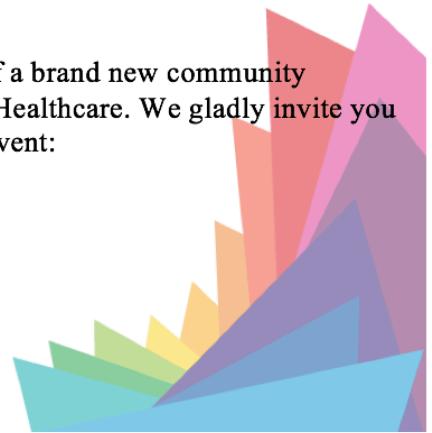
Vehicles

The vehicle below is the invitation to the health care event in our speaker series initiative. It clearly targets a portion of our audience that would be interested in attending and establishes the speaker series as an opportunity for networking.

**North Highland St. Louis Presents
Speaker Series Invitations**

North Highland St. Louis is proud to announce the beginning of a brand new community initiative, a speaker series. Our first event will have a focus on Healthcare. We gladly invite you and your colleagues at Barnes Jewish Hospital to come to our event:

- Where: Christy Banquet Center
- When: Saturday 10:00am-12:30pm
 - 10:00am-10:45am Network and Breakfast
 - 10:45am-12:30pm Speaker Series



The vehicle below is the LinkedIn page of North Highland with a post detailing the speaker series. Since there is a clear professional bent to this initiative, it fits well on the company's LinkedIn page.

The LinkedIn page for North Highland features a blue header bar with the LinkedIn logo, a search bar, and navigation links. Below the header, the company's logo 'north highland. WORLDWIDE CONSULTING' is displayed. The company name 'North Highland' is followed by 'Management Consulting' and '1001-5000 employees'. The page has 19,507 followers, with a 'Following' button. The main content area includes a banner for a white paper titled 'OPTIMIZING YOUR CUSTOMER EXPERIENCE-FOCUSSED ORGANIZATION: An Actionable Guide', a section for 'Recent Updates' featuring a speaker series invitation, and a sidebar for 'North Highland St. Louis Presents Speaker Series Invitations'. To the right of the LinkedIn interface is a photograph of the Gateway Arch in St. Louis.

Cost

There are four components to the monetary cost of this initiative that deserve consideration. The first cost is, of course, the cost associated with bringing the speaker. The typical compensation for a conference speaker ranges from \$1000 to 3000. Using the average, expect compensation to be around 2000 dollars (Velvet Journal). The second cost is the venue. Looking at local banquet and reception hall fees, we found that the average price for a venue sits around \$1000 (Christy's). The next cost is food. Fortunately, the food for this event is donuts and coffee, which are fairly low in cost, rounding out to around 5~7 dollars. With an expected attendance of around 50

people, a fair upper limit for catering costs sits at approximately \$350. Thus, the total cost per event would be \$3350. With 4 events per year, the total cost for this speaker series would be about \$13400.

Implementation

Internship

North Highland would be able to better implement our solutions by bringing in two interns. The first intern's position will be formally called "Program Development Intern". This intern will develop the scholarship, grant, and speaker series initiatives. For the scholarship initiative, the intern will formulate the application, identify the audience for the scholarships, and create a quantitative, quantitative, and anonymous scholarship review process. The grant application responsibilities will be similar, with an emphasis on recruiting applicants for the grant by distributing applications and promotional materials. This intern will also develop the speaker series with a focus on identifying speakers, determining appropriate venues, and managing a budget to minimize costs for the event.

The second intern will be in charge of outreach to the community, with the formal title "Marketing Intern". This internship is oriented toward the effective use of public relations outlets and effective corporate use of social media. The platform Hootsuite will be used to manage social media accounts. Responsibilities will include creating press releases for the grant and scholarship programs, social media posts through the Hootsuite platform, contacting schools for the internship initiative, and invitation management for the speaker series.

Both interns will work between 5 and 10 hours per week. They will be in charge of recording the amount of hours they work and they will make \$15 per hour worked.

Interns will be expected to attend a meeting every other week to track progress but will otherwise not be expected to work from the office. With competitive pay and a comprehensive internship program, North Highland will have a competitive selection process to attain top-notch interns.

Internal Committee

The second portion of our implementation involves the creation of a 3-person internal committee. This committee would be responsible for evaluating the effectiveness of its outreach programs, managing the progress of the interns and serving as resource and guidance for the interns as they carry out their responsibilities. This committee will meet every other week with the interns to discuss the progress of implementation and ways in which the ideas can be improved.

Hootsuite

Hootsuite is a social media management platform designed to streamline and simplify a company's efforts in marketing online. In addition to centralizing the management of all social media accounts, Hootsuite provides metadata and various metrics about how the social media marketing is being received. Thus, Hootsuite makes the management of social media more efficient through centralization and more effective through performance metrics.

Hootsuite carries a fairly reasonable cost, with a monthly subscription sitting at \$10/month (Hootsuite). This price is very reasonable considering the benefits it provides through reducing the substantial time and effort that social media marketing naturally demands.

Appendix: Case Slides

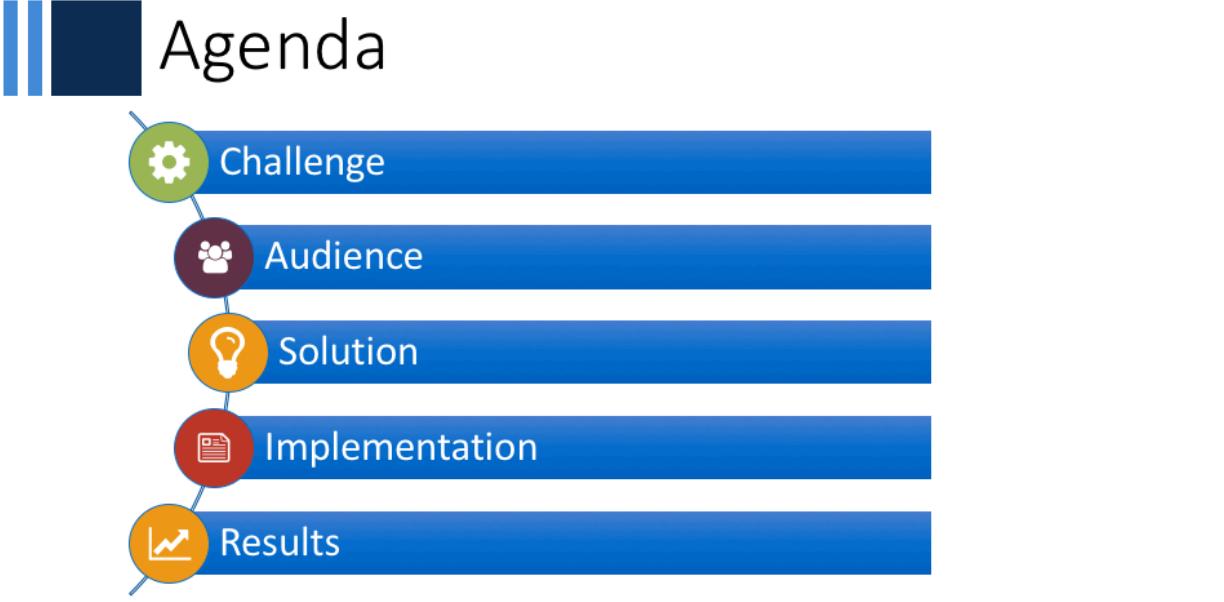


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1

Agenda



Challenge

Audience

Solution

Implementation

Results

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Jonathan Zuckerman



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Accounting
Computer
Science

Surya Bahubalendruni



Finance
Mathematics
Computer
Science

Sara Miller



Healthcare
Management
Psychology

Sandra Maroto



Marketing
Communication



The Challenge

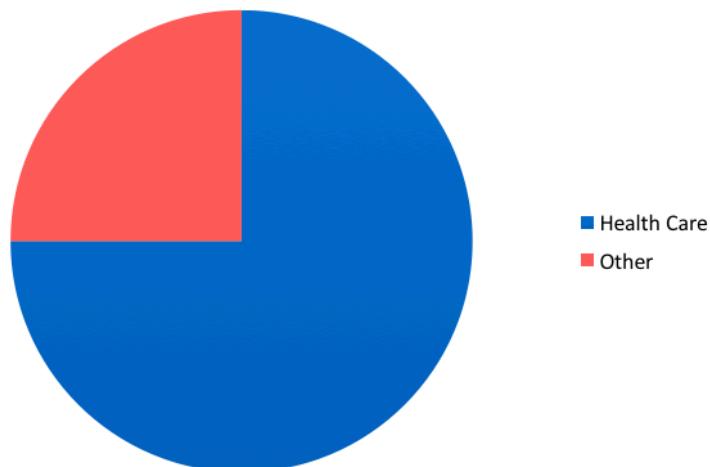
Increase brand awareness and become the preferred consulting firm in St. Louis within the next twelve months





Audience

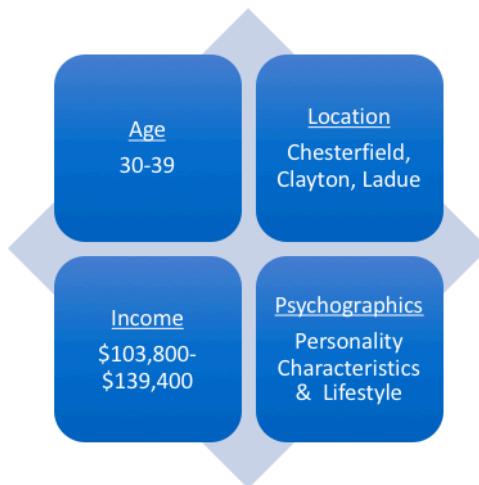
Client Verticals



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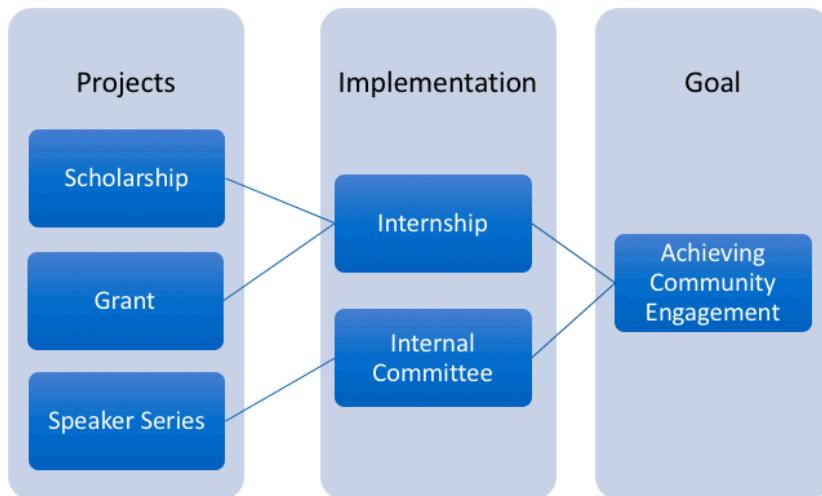
Audience



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Our Approach



Scholarship



North Highland: Students Reaching Higher Scholarship Application

Please answer each of the following essay prompts in 500 words or less. If you have any questions concerning our scholarship. Please don't hesitate to contact us at nhgrant@gmail.com or at 314-458-8855.

Questions

1. How have you embraced and promoted diversity in your community?
2. What does diversity mean within the St. Louis community?

Submission
 Email: nhgrant@gmail.com
 Mail: 7733 Forsyth Boulevard
 Suite 1100
 St. Louis, MO 63105





Scholarship

ST. LOUIS POST-DISPATCH

North Highland just released their four annual winners of the Students Reaching Higher Scholarship. Each student has been recognized for his or her extraordinary work promoting diversity within the St. Louis community. North Highland consultants releases this scholarship each year and receives over 100 applications. The student winners receive \$500 toward their secondary education goals as well as the opportunity to participate in an externship within the community.

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North Highland St. Louis Presents
Recipients of Students Reaching Higher Scholarship

FOR IMMEDIATE RELEASE

North Highland St. Louis is thrilled to release the winners of this year's Students Reaching Higher Scholarship. Cassandra Miller, Ben Levine, Natasha Brawler, and Jack Richards have each received \$500 toward their secondary education plans. These students live in Clayton, Laude, and Chesterfield. This is the first year the scholarship is being presented.

North Highland St. Louis rewards students who have demonstrated an outstanding commitment to diversity within their community. In addition to the financial resources of the scholarship, North Highland will provide each recipient the opportunity to partake in a one-week externship within a field in which he/she is passionate about.




Grant

\$1500
Grant

Pro-Bono
Consulting

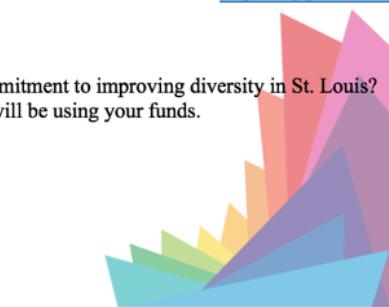
North Highland: Communities Reaching Higher Grant Application

Please answer each of the following essay prompts in 500 words or less. If you have any questions concerning our scholarship. Please don't hesitate to contact us at nhgrant@gmail.com or at 314-458-8855.

Questions

1. Why and how have you shown your commitment to improving diversity in St. Louis?
2. Tell us about your project and how you will be using your funds.

Submission
Email: nhgrant@gmail.com
Mail: 7733 Forsyth Boulevard
Suite 1100
St. Louis, MO 63105





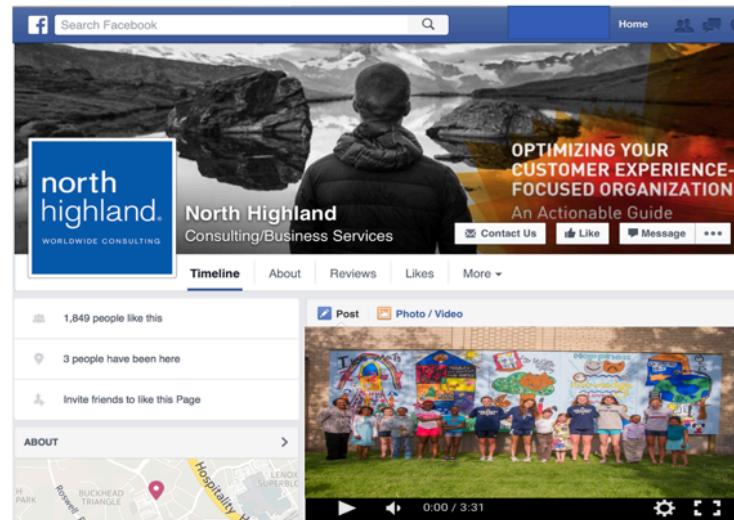
ST. LOUIS POST-DISPATCH

After careful consideration, North Highland has announced the recipients of its Communities Reaching Higher Grant. The grants are \$1500 and aim to support local projects that promote and foster diversity in the St. Louis community. Additionally, the recipients of these grants will receive free consulting services from North Highland in order to better implement their projects in the community.

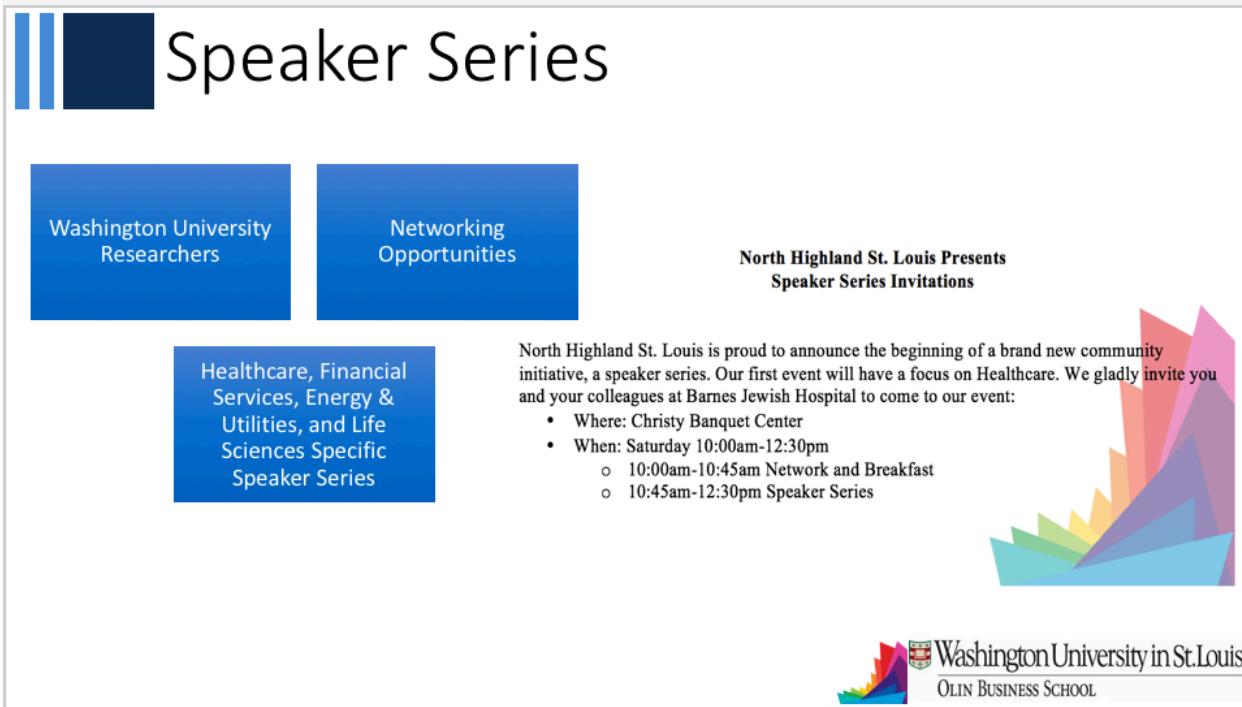
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Speaker Series

Washington University Researchers

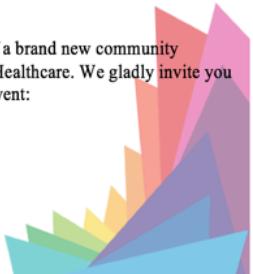
Networking Opportunities

North Highland St. Louis Presents
Speaker Series Invitations

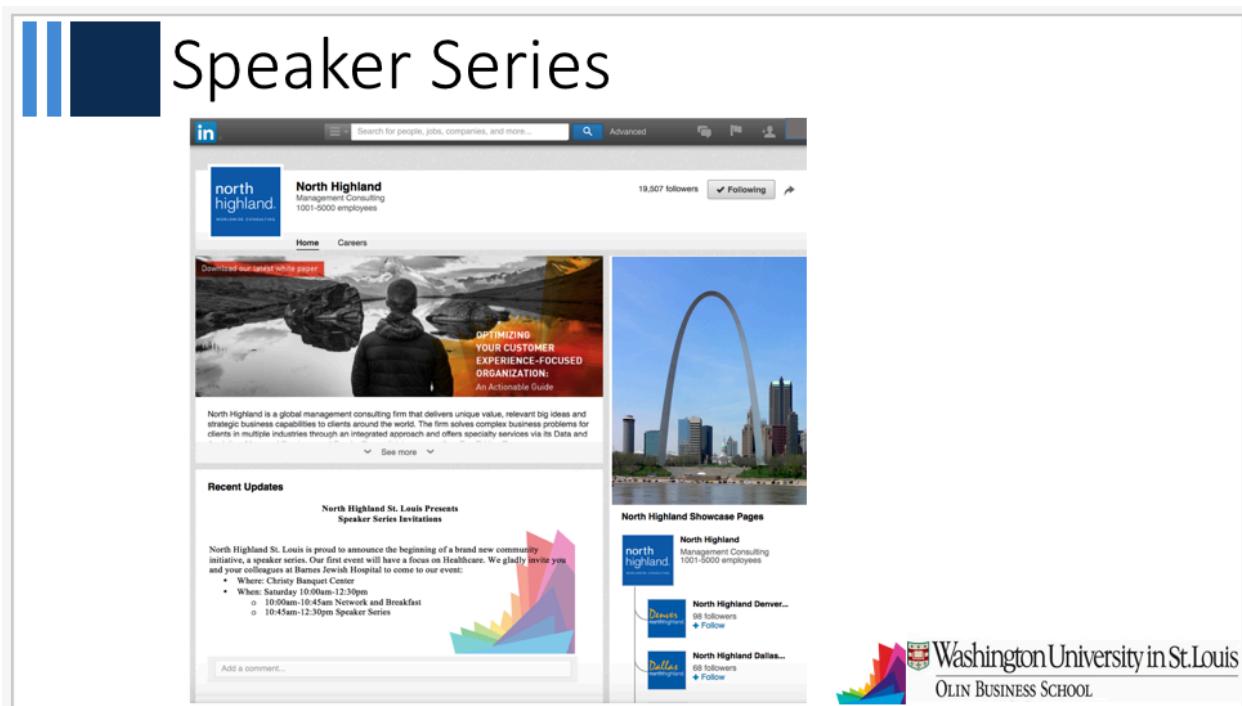
Healthcare, Financial Services, Energy & Utilities, and Life Sciences Specific Speaker Series

North Highland St. Louis is proud to announce the beginning of a brand new community initiative, a speaker series. Our first event will have a focus on Healthcare. We gladly invite you and your colleagues at Barnes Jewish Hospital to come to our event:

- Where: Christy Banquet Center
- When: Saturday 10:00am-12:30pm
 - 10:00am-10:45am Network and Breakfast
 - 10:45am-12:30pm Speaker Series







Speaker Series

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OPTIMIZING YOUR CUSTOMER EXPERIENCE-FOCUSED ORGANIZATION: An Actionable Guide

North Highland is a global management consulting firm that delivers unique value, relevant big ideas and strategic business capabilities to clients across the world. The firm solves complex business problems for clients in multiple industries through an integrated approach and offers specialty services via its Data and Analytics, Strategy, and Technology practice areas.

See more

Recent Updates

North Highland St. Louis Presents Speaker Series Invitations

North Highland St. Louis is proud to announce the beginning of a brand new community initiative, a speaker series. Our first event will have a focus on Healthcare. We gladly invite you and your colleagues at Barnes Jewish Hospital to come to our event:

- Where: Christy Banquet Center
- When: Saturday 10:00am-12:30pm
 - 10:00am-10:45am Network and Breakfast
 - 10:45am-12:30pm Speaker Series

Add a comment...

North Highland Showcase Pages

North Highland Management Consulting 1001-5000 employees

North Highland Denver... 88 followers Follow

North Highland Dallas... 68 followers Follow



Implementation

Internship

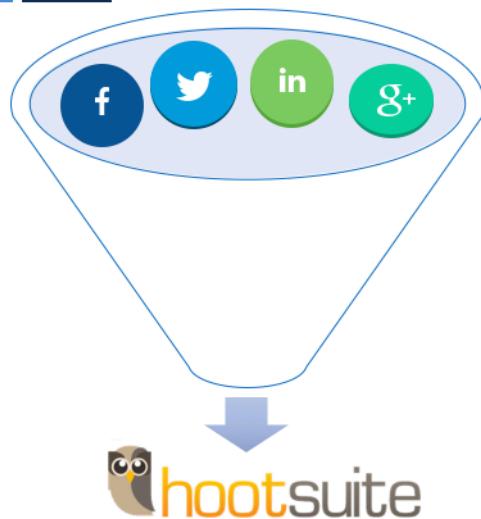
- Develop scholarship & grant
- Social Media & Public Relations

Internal Committee

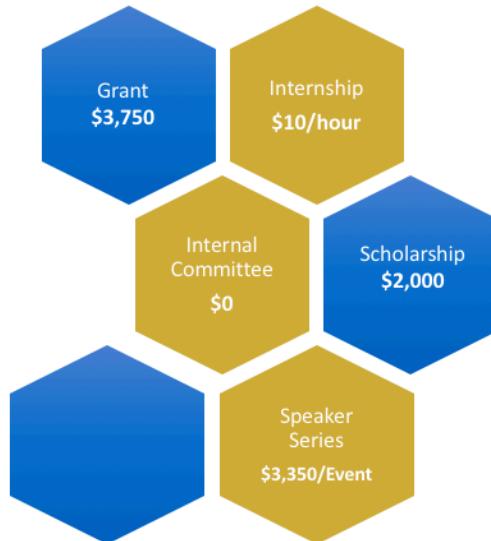
- Evaluate and manage interns
- Audit success of initiatives



Implementation

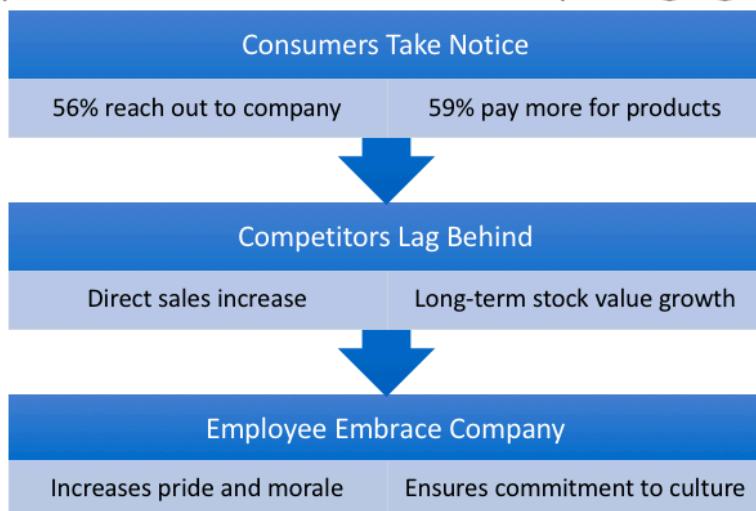


Cost



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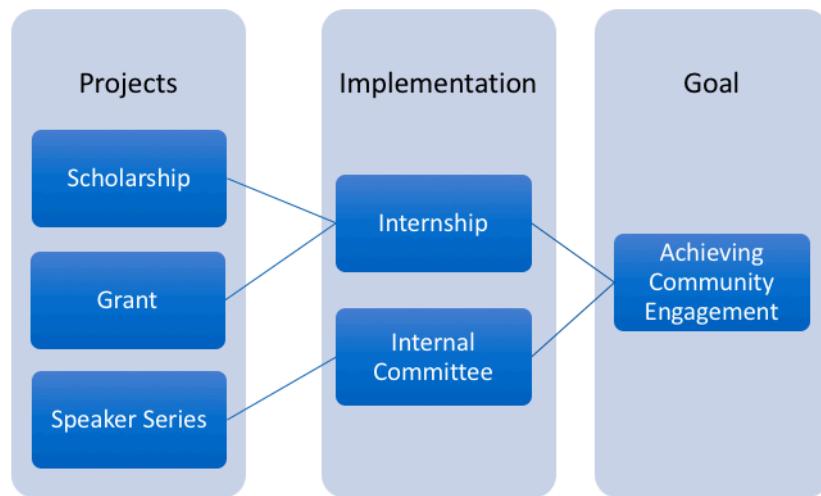
Importance of Community Engagement



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Goal & Present Call to Action



Q&A



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