

“Idea guy”
Bell

“Depth”
Akin Gump

“Visionary”
KPMG

“Clear Thinking”
CCI

Randall Craig:
Management Advisor



Serial Entrepreneur. Senior exec at a public company. Author of 8 books. Consultant, Coach, and Hall of Fame Speaker. Interesting guy.

Most leaders are not searching for an advisor, but are looking to solve a problem: business growth, better high-stakes decisions, strategy, marketing, and technology. I work exclusively with senior leaders (and boards) as a sounding board and problem-solver, with been-there-before advice, creative thinking, and perspective. I bring tough questions to the table, and provide strategic and tactical insights on how issues might be resolved, and how business growth can be achieved.

I am also a Hall-of-Fame speaker, a facilitator, and provide client access to over 1000 articles, videos, tools, and other learning materials. I only accept clients where I have prior experience, direct expertise, and where we agree that my input can make a meaningful difference.

The vast majority of my work is with service or knowledge-based organizations, and is exceptionally broad, ranging from helping innovators grow, to helping multinationals solve their most complex problems.

I'm easy to work with, and exceptionally responsive. If you have any questions, or think there is a fit, please reach out at request@RandallCraig.com; my direct mobile number is 416-918-5384.

Randall

C R E D E N T I A L S
“Creative, Strategic, Organized”

RANDALL CRAIG

request@randallcraig.com

416-918-5384

Smart leaders often know the right answers, if they only had the right questions to ask. Randall can help.

Serial Entrepreneur. Senior exec at a public company. Author of 8 books. Consultant, Coach, and Hall of Fame Speaker. Interesting Guy. Randall Craig works exclusively with senior leaders, and shares been-there-before advice, strategic insights, creative thinking, and perspective.

MANAGEMENT ADVISORY

Randall brings specialized knowledge, perspective, and experience to successful leaders during periods of change. He can be used to bounce ideas before they are fully formed, bring needed experience, or improve accountability and management process. He is skilled at helping leaders and their teams reach their full potential... or address critical challenges.

Randall is typically engaged by the board of directors to work with the CEO, or by individual leaders who are looking to build capacity and “move the needle” in their organization. Engagements are typically twelve-month terms, where Randall provides confidential perspective and advice to the CEO, key leader, board, or leadership team.

Assignments all build capacity, address an issue or opportunity, or reduce risk/provide support:

- Mergers/Acquisitions/Divestitures counsel
- Strategic counsel, negotiations
- Addressing an underperforming manager or team
- Marketing counsel, process, or capability
- Broadening a leader’s skill base
- Technology counsel and reality checks

Randall’s functional knowledge is exceptionally broad; it also includes deep knowledge at the intersection of marketing and technology.

Selected engagements that showcase the breadth of Randall’s experience:

Managing growth at a multi-location agency

Shared best practices on business leadership, structure, and strategy, as the business (and complexity) scaled.

Stalled growth at a consulting firm

Helped the CEO completely re-think all marketing to business development to delivery processes.

Unmotivated executive

Coached on personal leadership for a public sector senior manager.

New executive role

Mentored a high potential leader in their first executive role at a multinational financial institution.

Business Transformation

Helped the CEO move from a professional services delivery model to a SAAS business model.

Sale to a large acquirer

Guided the CEO through the negotiations and sale process.

Family firm succession

Coached both generations in a boutique consulting firm on planning and priorities.

WHY RANDALL?

Independent and Objective:

Randall answers only to you: he does not accept referral fees.

Individualized approach:

Randall’s clients are not forced through a one-size-fits-all “program”. Each client has a unique business with unique strengths and challenges; this is reflected in the engagement.

Has likely been in your shoes:

Nine years consulting at KPMG. Senior exec at an American public company. Serial entrepreneur. Corporate and not-for-profit board member.

Focus:

The vast majority of Randall’s engagements are with service or knowledge-based organizations.

Client empowerment:

The goal is client self-sufficiency - not selling more work.

Credentialed:

Several university degrees, FCMC, CFA, CSP, HoF, plus other certifications. And 8 books, 400+ media interviews, a podcast, and over 600 articles published.

More than just work:

He has served several not-for-profits as President, earned a black belt in Karate, enjoys long-distance cycling, and has written a Broadway-style musical. He is married with three adult children.

Randall's astute counsel and strategic perspective have been invaluable to me as the CEO. His knowledge across the broad range of strategy, marketing, and technology has been invaluable.

Kirk Layton
President and Founder,
eServus

Randall is a strategic thinker, analytical, and personal. He possesses intellectual muscle, a commitment to optimum outcomes and high integrity - I highly recommend him. Randall is first class!

Adrian Davis
President, Whetstone Inc.

Randall is a perceptive, highly innovative thinker with an acute awareness of the fundamental principles of business and a sincere curiosity in the promise of technology and how it can improve the human condition.

Patrick Ferrier
President, McGraw-Hill
Ryerson Higher Ed

Randall's clear thinking is focused and tailored. Indeed, his comments resonated deeply.

Annette Frymer
EVP Corporate Affairs,
CCI Entertainment

A top number one communicator and visionary with excellent skills and technical knowledge. I can recommend Randall without reservation.

Bob Coffey
Vice Chair (ret'd),
KPMG

RANDALL CRAIG: CLIENT LIST (SELECTED)



Serial Entrepreneur. Senior exec at a public company. Author of 8 books. Consultant, Coach, and Hall of Fame Speaker. Interesting Guy. Randall brings real-world digital strategy experience to each engagement; he shares relevant examples and insights, and always delivers.

SELECTED ADVISORY CLIENTS (Deeper, more substantive consulting or coaching engagements)

Financial Services

Advance Insurance
BC Securities Commission
BDC: Business Development Bank of Canada
CIBC
CMDP
DBRS
Encasa Financial
Hillmount Capital
HMW Capital
IIROC
Manitoba Public Insurance
MDS Capital
Mellon Bank
OMERS
Pension Investment Association of Canada
SLA of California
Sun Life Financial RE group
TD Bank Quantitative Analysis
Thomas Cook Financial Services

Professional Services

Advocates for Justice
AJAG
Akin Gump
BAI Bragonier & Associates
Basadur Applied Creativity
Bensimon Partners
Cole Engineering
Crowe Soberman, Crowe BGK, Crowe MacKay
Davies, Ward & Beck
English Marketing Works
Dykema Gossett
Lemonade Media
Grant Thornton
Hardie & Kelly
KPMG
SB Partners
Stikeman Elliott
Strategic Counsel
Strategic Systems Engineering
Thane Crossley Partners
Tuckers PC
Warren Shepell Consulting
A Global Top 5 Law Firm

Entrepreneurs

Bargains Group
CanRad
Conros
DreamPlanInvest
Inception Lifebank
Instanet
Mount Pleasant Group
RSRS

Education/Public Sector

Auditor General of Canada
Dufferin-Peel Catholic District School Board
Durham District School Board
Environment Canada
Metrolinx
Ontario Ministry of Education
Peel District School Board
Peel Industry-Education Council
Toronto District School Board
University of Toronto
University of Western Ontario
Veterans Affairs
York University

Associations

Acupuncture Canada
Canadian Alliance of Physiotherapy Registrars
Canadian Chiropractic Association
Canadian Society of Association Executives
Childhood Cancer Foundation
College of Veterinarians of Ontario
Cooperative Housing Federation of Canada
Kinark Child and Family Services
Lean In Canada
NALP
OACETT
Ontario Association of Naturopathic Doctors
Retired Teachers of Ontario
Room 217 Foundation
Toronto Real Estate Board

Media & Publishing

Canadian Publishers' Council
Globe and Mail
Harlequin Enterprises
McGraw Hill
Torstar/Toronto Star

SELECTED SPEAKING CLIENTS (Keynotes, workshops, and virtual presentations with groups from 12 to over 4000)

Financial Services

Association for Corporate Growth
Canadian Association of Insolvency/Receivership Professionals
Canadian Insurance Accountants Association
ENCON
Financial Executives International
Manitoba Crown Corporations Council
Manulife Financial
Million Dollar Round Table study group
Social Investment Organization
Surety Association of Canada
TD Asset Management
Toronto CFA Society (5X)
Treasury Management Association of Canada

Professional Services

CCWESTT Annual Conference
CMC Thought Leadership Forum
CPA Canada (5X)
Felix Global (4X)
Grant Thornton (6X)
Legal Marketing Association (2X)
Minden Gross
National Association of Trial Lawyer Executives
Ontario Centre for Engineering and Public Policy
Project Management Institute (2X)
Sapiens
SB Partners conference
Social Media Week
The Law Office Management Association

Entrepreneurs

AMTA National Conference
APEX (2X)
Canadian Association of Fairs and Exhibitions
Canadian Association of Family Enterprises (2X)
Canadian Car Wash Association
Family Firm Institute
Galtronics
Global Youth Leaders
Happy Worker
HRAI National Conference
Responsive Group
Rogers Small Business Forum
Speakers Forum
Structural Pest Management Association of Ontario
Toronto Dental Academy
Women's Enterprise Centre of Manitoba

Education/Public Sector

Asper School of Business Exec education (2X)
Assoc of Municipalities of Ontario
Canadian Association of Communicators in Education
City of London
Municipal Information Systems Association
Ontario Association of School Business Officials
Ontario Business Educators Association
Queens University
Ryerson University (2X)
Schulich Executive Education Centre
Toronto Attractions Council
University of Guelph
University of Toronto
York University

Associations

Admin Professionals Conference
American Association for Quality
American Coal Council
American Society of Association Executives
Association of Accrediting Agencies of Canada
Association of Registered Graphic Designers
Automobile Journalists Association of Canada
Boating Ontario
Canadian Association of Professional Speakers (6X)
Canadian Network of Agencies for Regulation
Canadian Produce Marketing Association
Canadian Safe Boating Symposium
Canadian Urban Transportation Association
Construction Safety Association of Ontario
CSAE HR Summit,
CSAE National Conference (9X)
CSAE Summer Summit
CSAE Winter Summit
HRPA National Conference (3X), plus many chapters
International Association of Business Communicators (3X)
International Customer Service Association
National Coalition of Black Meeting Planners
Ontario Association of Cemetery and Funeral Prof'ls
Ontario Association of Naturopathic Doctors (2X)
Ontario Retirement Community Association
Recruitment & Retention conference (2X)
Registered Veterinary Technologists and Technicians of Canada
Society of Local Government Managers of Alberta
Supply Chain Logistics National Conference
Tire and Rubber Association of Canada
Western Sponsorship Congress

ABOUT RANDALL

A visionary with an obsession for creating order from chaos.

Randall has founded several successful start-ups, held a long-time position at a “big-four” consulting firm, and was a senior executive at an American public company. He has helped 100+ organizations address their most complex challenges, scale, and build capacity.

He shares his unique perspective – and questions conventional wisdom – through eight books (one a best seller), 600+ articles, podcasts, presentations, and advisory relationships.

Randall has taught his analytical frameworks at numerous executive education programs, frequently appears as an expert in the media, and has served on numerous corporate and not-for-profit boards. He has earned an FCMC, CFA, MBA, CSP, and a Black Belt in Karate. Randall has also been inducted into the Canadian Speaking Hall of Fame.



Inducted into the Canadian Speaking Hall of Fame

EASY TO WORK WITH



Randall arrives early and loves to interact with attendees all day

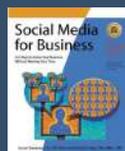


Your choice: Randall delivers live in person or live from his virtual studio



Additional learning materials reinforce his concepts and translate knowledge to action

SELECTED BOOKS



MEDIA PROFILE

THE GLOBE AND MAIL

NATIONAL POST

THE HUFFINGTON POST



TORONTO STAR



...plus 400+ others over the last decade

RANDALL CRAIG

request@randallcraig.com

416-918-5384



WEEKLY THOUGHT-PROVOKING INSIGHTS TO PROVIDE TIMELY NEW PERSPECTIVES

Big Data, Analytics, and Competitive Advantage

Ask your CEO, and they will say that your greatest asset is your people. Ask your marketing chief, and the answer will be your brand. And ask your CFO, your value is determined by your revenue or EBITDA. But is it possible that they may all be wrong... or may soon be? (Hint: how would your CIO answer?)

The profusion of systems has led to a bumper crop of data. Facebook, LinkedIn, Twitter, YouTube, and all of the other social media sites track the beginning of the journey, while marketing automation tracks the latter part of it. CRM systems track prospect and client activity, while ERP systems track both “delivery” and financials. Other systems track post-sales service activity, while the organization’s websites (internet, extranet, and intranet) generate even more data. Finally, data can be shared from suppliers, clients, and other partners, or purchased from third parties to further enrich what you already have.

While the term *big data* has been around for a number of years already, the reality for most organizations is that they have a *big data mess*. To begin extracting value from this asset, consider your organization’s data analytics maturity:

Level Zero: Does not collect data. Relies on gut to make decisions. (And sporadic market research.)

Level I: Collects data within separate systems; reviews data sporadically.

Level II: Data architecture that combines and “relates” all of the data from the disparate systems, so that it can later be used. Data is cleaned, and duplicate records removed. (The reason all this happens is that a specific person has been assigned the role of data steward/master data manager.) Unfortunately, the data is not generally accessible, except through difficult programming or special requests.

Level III: Specific slices of the data are exposed in real-time for better decision-making. Each user role may have a different dashboard, depending on their responsibilities, while standard reports are used throughout the organization.

Level IV: The data is proactively plumbed for insights, risks, and opportunities, possibly with machine learning and artificial intelligence. Internal and external data are married to provide higher order insights and competitive advantage.

Most organizations are at Level Zero or Level I, yet aspire to Level IV *without doing the heavy lifting required of Levels II and III*. Building competitive advantage through data is just not possible without an investment in systems, an ongoing investment in data quality, and data analytics.

This week’s action plan: What level are you at? This week, begin the process of moving to the next level by socializing these concepts with your colleagues: share this Tipsheet to begin the conversation.

This year’s action plan: Systems and data quality are easy, but proactive data analytics is a skill most organizations do not have, and often, do not understand. Over the next year, identify a person or group that can do this, either internally or externally.

MORE RESOURCES

- 600+ articles like those on this page, to provide point details and timely new perspectives.
- *Weekly So Here’s your Challenge* podcast designed to translate knowledge to action.
- 180 hours of thought leadership video interviews.
- 58 topic-focused video instructional recordings.
- 31 white papers that focus on specific digital strategy topics.
- 8 books that provide long-form deeper knowledge.
- 5 years of continuous email-based learning.
- *Braintrust Professional Institute:* leading edge, just-in-time learning.

Eight Disruptive Business Models

Do you see your website, CRM, social media, and other digital initiatives as a way to improve service levels, market your organization, or be a central part of your thought leadership strategy? While important, at best these are merely tactics: too often the bigger opportunity of digital transformation is ignored. This isn’t surprising, as digital initiatives are often driven from marketing or IT, not from the board or the CEO.

When it is driven from the top, the question is more about digital transformation and the disruptive business models that the organization might adopt: after all, it is better to be a disruptor than be disrupted. Here are eight disruptive business models:

1. **White label:** In this model, your organization provides a behind-the-scenes capability that others can incorporate into their offerings. The benefit of this approach is that your partners effectively become captive funnels for your core delivery capability. A related strategy is co-branding, where your capability is “co-branded” with an organization who has client relationships.
2. **Vertical integration:** Think of the value chain, and particularly the functions both before and after your organization interacts with your key stakeholders. Many accounting firms, for example, also provide bookkeeping services. Amazon is in the freight and delivery business, both with drone delivery at one end, and the purchase of a fleet of 40 Boeing 767 cargo planes at the other. The benefits of this strategy include reducing business risk and locking in parts of the value chain. (The converse is also true, former suppliers or customers now may see you as a competitor.)
3. **Software as a service:** This is the quintessential capacity rental business, made popular by Salesforce, but now adopted by many. Other examples include Microsoft (Office) 365 and Adobe Creative Cloud. From your customers’ perspective SAAS is far cheaper than “build your own”.
4. **Toolmaker:** This strategy is one where you build “tools” that others incorporate into their processes and their technology. The online payments processor Stripe, for example, specializes in building developer tools that enable ecommerce.
5. **Debundling:** Instead of thinking of your organization as a single entity, is it possible to unbundle it and optimize each part? A newspaper, for example, could think of itself as a content producer, a printer, a delivery/logistics operation, and an ad sales organization. Even these can be debundled: a content producer, for example is really reporting, writing, and editing. The benefits of this approach is that it allows a more strategic approach to business organization and a higher return on assets: each unbundled part can be optimized, sold, shut-down, etc.
6. **Shared service provider:** Associations at one point operated almost as a private club – a guild. Modern associations, on the other hand, are far more experienced, and have operations including advocacy, accreditation, certification, training, event management, community building, job/career boards, and more. But what if they built a shared service capacity, providing all manner of for-profit services for their members? As they know more about the industry than anyone else, there may be possibilities for procurement, portfolio management, accounting, logistics, and more.
7. **Crowdsourcing:** This model brings key stakeholders directly into the business model itself: YouTube is built with user-generated content, Uber is built with independent drivers, AirBNB is built using homeowners.
8. **New Geographies:** While this isn’t particularly new, scaling beyond your traditional geographies is vastly less expensive. It’s a great opportunity, but also a disruptive threat when faced with completely different competitors, often with different business models.

While not every organization might choose to be disruptive, the thinking behind it is important... and really should weigh into your digital investment decisions.

This week’s action plan: Is your organization thinking of digital transformation? If so, how much time has been spent considering the connection to your organization’s business model? This week, choose one of these models, and whiteboard the digital implications.