

“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](mailto: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](mailto: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:

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

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**

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

*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

*Their methodologies have depth and are effective. We get exceptional value for every dollar spent.*

**Brad Christmas**  
CIO, Akin Gump

*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 is simply one of the brightest people I know. He is gifted in seeing things from both the 50,000 foot level and sea level at the same time, and snatching -- seemingly from thin air -- the one piece of the puzzle that will make the entire strategy work.*

**Michel Neray**  
CEO, MoMondays

*Randall's expertise and experience in all areas of strategic communication, marketing, web and social media is remarkable in its breadth and depth.*

**Sylvia Link, APR**  
Director of Marketing &  
Communication, Retired  
Teachers of Ontario

## 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 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

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## 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.