Success as the Internal Consultant for Your Company
About The Firm

**OUR COMPANY**

- Full service consulting firm specializing in convergent technologies
- Headquartered in New York
- Deep domain expertise in:
  - Expense Management
  - Strategic Sourcing
  - Travel Management
  - Supply Base Risk
  - Staff Augmentation
  - Technology Development & Implementation

**OUR CLIENTS**

- Fortune 1000 Client Base
- Industries
  - Financial Services
  - Healthcare / Pharmaceutical
  - Manufacturing
  - Automotive
  - Business Information
  - Government/Public Sector
  - Retail

Over $1,000,000,000,000 in spend addressed.

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### About Jim Kelly

- **CEO**
  JVKellyGroup, Inc.

- **Past positions include:**
  - Managing Director & Global Head
    Global Purchasing Operations and eSourcing
    *Deutsche Bank*
  - Team Leader
    Center of Excellence for eCommerce
    *Deloitte Consulting*
  - Vice President
    US Purchasing Operations
    *Citibank*
  - Radio Talk Show Host
    Kelly’s Corner: Business Matters
    *WLIE 540AM*

### Current Public Initiatives:
- Town of Huntington, NY Audit Committee
- Board of Directors – Huntington Chamber of Commerce
- Advisory Board for the School of Business – Adelphi University
- Board of Directors – Huntington Arts Council
- Board of Directors – Long Island Medical Foundation
- Board of Directors – ISM Supply Chain Risk Management Group

### Select Recent Awards
- 2011 Children’s Village Honoree
  *Supply and Demand Chain Executive Magazine*
  *Long Island Press*
- 2008 JH Leonard Award
  *ISM-NY*

### Select Recent Speaking Engagements
- ProcureCon Conference
- CFO Summit
- Procurement Leaders Forum
- Panelist, Money & Main Street
  *FIOS1-TV Long Island*
Why is Bob the Dinosaur the embodiment of Purchasing?
The consultant and a flock of sheep
Reasons for Consultants

- Nimble – very responsive
- No red tape – very flexible
- Quickest to savings
- Deep knowledge base
- Solid Sourcing Practitioners

* Based on an independent client survey by Corporatelink
It Is All About Change

**LEVEL 1**

**Business As Usual**
Process the typical expense categories controlled by a purchasing department

**LEVEL 2**

**Moderate Behavior Change**
**Increased Process Discipline**
Apply compliance metrics against performance

**LEVEL 3**

**Extreme Behavior Change**
**Maximized Expense Discipline**
Create demand levers to reduce consumption

**Disciplined Process & Systems**
Institute visibility into progress
Need A Chart Like This

Isolating projected savings from the budgets as the rates are reduced, protects against undirected re-use of the funds.
**We Are All Experts At Process**

<table>
<thead>
<tr>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
<th>Step 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weeks 1 to 2</td>
<td>Weeks 3 to 10</td>
<td>Weeks 11 to 15</td>
<td>Weeks 16 to 26</td>
<td>Week 27 and on</td>
</tr>
</tbody>
</table>

**Process Initiation**
- Team Kick-Off Mtg.
- Stakeholder Mapping
- Team Charter
- Project Planning
- Timeline Mapping
- Identify Corporate Relationships
- Identify Existing Technologies

**Spend Analysis**
- Conduct a full Supply Chain Analysis
- Define Categories of Spend to Pursue
- Define Cross Sector Opportunities
- Identify Business Requirements
- Analyze Cross Sector Spend and Drill Down
- Review Customers that are also suppliers

**Strategy Creation and Approval**
- Market Analysis
- Supplier Referencing
- Options Generation and Evaluation
- Review Technologies to be deployed
- Risk Analysis
- Create Source Plan
- Stakeholder Approval

**Strategy Implementation**
- eRFX/eAuctions
- Supplier Selections
- Supplier Negotiations
- Cross Sector Implementation
- Facility Level Communications & Involvement

**Procurement Management**
- On-going Negotiations and Reviews of SLA’s and Metrics
- Measure usage of agreements and processes
- Track ROI
- Continuous review and improvement
- Risk and Vulnerability Management

<<<<<<<<< Change Management >>>>>>>>>>>>>>>>>>>>

Weeks 1 to 2
Weeks 3 to 10
Weeks 11 to 15
Weeks 16 to 26
Week 27 and on
Where Do I Focus?

There are four basic components that you need to address:

• Customer
• Process
• Skills
• Financial
First, You Must Understand Your Clients.

<table>
<thead>
<tr>
<th>Segment the Clients</th>
<th>User Perception Good</th>
<th>User Perception Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targeted</td>
<td>Friend</td>
<td>Opportunity</td>
</tr>
<tr>
<td>Not Targeted</td>
<td>Track</td>
<td>Don’t Worry About It!</td>
</tr>
</tbody>
</table>
First, You Must Understand Your Clients.

• What are their hot buttons?
• Why should they use you?
• Can you segment the customer base?
• What are the performance drivers to ensure you meet their expectations?
• You cannot be everything to everyone!
The Business Process

Pre
• Involvement of Others
• What Makes You Different
• The Need

Operations
• Cycle Time
• Technology
• Zero Defects
• Price

Post
• Information
• Rejected Work
• Financial Impact
• Guarantees
• Referrals
Then, You Must Identify Your Core Metrics

- Percentage of Core Processes Managed with Metrics
- Accuracy of Information
- Ineffective Communications
- Customer Retention
- Customer Satisfaction
- Profitability
Your Plans Must Be Tied To A Financial Benefit.

- Cause and Effect Must be Demonstrated.
- Identify Your Total Cost to Total Effort.
- Understand Activity-Based Costing for Your Services.
- Identify Cost of Errors.
- Identify How Many Phone Calls are Made to Follow-Up on an Assignment and the Associated Costs.
- Formulate a Hypothesis and Test the Results With Accurate Measurements.
- **What Innovations Have You Introduced and What Was Their Value?**
Understand The Perception Of Your Clients.

- Do I Know My Clients’ Needs or Am I Assuming I Know My Clients’ Needs?
- Do I Meet My Clients’ Needs?
- Do I Provide Value-Based Leadership?
- What Percentage of My Clients See Me as a Value-Added?
- Is My Staff Empowered to Work Together?
- Do I Truly Have Excellent Performance?

**Perception IS your client’s reality!!!!**
Experience Has Proven It Is Possible.

- If You Add Value, People Will Use Your Services.
- It Must be Easy and Intuitive to Use Your Services.
- It Must Make Financial Sense.
- Utilize Your Intellectual Capital.
- Be Innovative.
- **Be Willing to Market Your Successes.**
The Plan With Proper Metrics Will Be Successful.

- Willingly To Use Your Contacts In The Departments.
- Delighted Customers.
- Reduced Errors.
- Enhance Shared Information That Is Actionable.
- Leveraging Relationship Capabilities.
- Be Part of the Strategic Direction.
- **Control Expenses.**
Change Agent

- Looked at the basic components
- Realized he could do it better
- Changed the Status Quo

Henry Ford
Used barrels for shipping parts of the car into the plant.

The bands became the tire rims.

The staves became the floor boards.

Henry Ford
Looked at the basic components

Realized they could do it better

Changed the Status Quo

Michael Dell
Dell Computers

Michael Dell

Used the internet for mass customization!
• Looked at the basic components
• Realized he could do it better
• Changed the Status Quo

Wayne Huizinga
AutoNation

• 300+ dealerships
• Shared Service Center
• Leverage Volume

Wayne Huizenga
Three Lessons Learned:

- Henry Ford
  - Use everything at your disposal

- Michael Dell
  - Reverse engineer

- Wayne Huizinga
  - Leverage volume
Case Study: Temp Labor - Terms To Know

- **Pay Rate** – Gross pay to worker
- **Federal Insurance Contributions Act (FICA)**
  - Mandate by Federal Government
  - Fixed at 6.2% of pay
- **Federal Unemployment Tax (FUTA)**
  - Mandate by Federal Government
  - Fixed at 0.8% of pay
- **Medicare**
  - Mandate by Federal Government
  - Fixed at 1.45% of pay
- **Workman’s Compensation**
  - Based on Employer’s history
  - Usually around $3 per $100 in payroll or 3%
- **State Unemployment Tax (SUTA)**
  - Mandated by each state
  - Based on Employer’s history
  - Ranges by each state
What Are The Cost Drivers?

- Typically pay rate is the largest percentage.
- However we need to look at where the other dollars are spent to reverse engineer the supplier’s costs.
- In this example, the pay rate is $15.00 and the bill rate is $20.92.
**State Unemployment Tax (SUTA)**

- **SUTA is a critical variable**

- **The longer the temp is with the agency, the lower the cost – dependent upon the state**

<table>
<thead>
<tr>
<th>State</th>
<th>Unemployment Tax Rules</th>
</tr>
</thead>
</table>
| **Illinois Unemployment Tax Rules** | Coverage: Same as under federal law.  
Rates: 1.0% — 8.2% in 2007; 3.9% for new employers in 2007  
Taxable Wage Limit: $11,000; for 2007, $11,500; for 2008, $12,000; and for 2009, $12,300  
Employee Withholding: None |
| **Florida Unemployment Tax Rules** | Coverage: Same as under federal law.  
Rates: 0.12% — 6.4% (2007); 2.7% (no experience)  
Taxable Wage Limit: $7,000 (2007)  
Employee Withholding: None |
| **Iowa Unemployment Tax Rules** | Coverage: Same as under federal law.  
Rates: 0% — 8%; 1% for new non-construction employers (2007); 8% for new construction employers (2007); no administrative surcharge in 2007  
Taxable Wage Limit: $22,000 for 2007  
Employee Withholding: None |
Sample Look At A Supplier

**Manpower Inc. (MAN)**

**More On MAN**
- Quotes
- Summary
- Options
- Historical Prices
- Charts
- Analyst Coverage
- Analyst Opinion
- Analyst Estimates
- Research Reports
- Star Analysts
- Ownership
- Major Holders
- Insider Transactions
- Insider Roster
- Financials
- Income Statement
- Balance Sheet
- Cash Flow

**Key Statistics**

**FINANCIAL HIGHLIGHTS**

**Fiscal Year**
- Fiscal Year Ends: 31-Dec
- Most Recent Quarter (mrq): 31-Dec-06

**Profitability**
- Profit Margin (ttm): 2.27%
- Operating Margin (ttm): 3.17%

**Management Effectiveness**
- Return on Assets (ttm): 6.00%
- Return on Equity (ttm): 13.23%

**Income Statement**
- Revenue (ttm): 17.56B
- Revenue Per Share (ttm): 203.741
- Qtrly Revenue Growth (yoy): N/A
- Gross Profit (ttm): 3.15B
- EBITDA (ttm): 668.50M

*From Yahoo Finance*

- **Gross Profit**: 17.94%
- **EBITDA**: 3.81%
### In Florida

#### Pay Rate
<table>
<thead>
<tr>
<th>Pay Rate</th>
<th>%</th>
<th>Daily</th>
<th>Annual (220 days)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temp One</td>
<td>$15.00</td>
<td>67.91%</td>
<td>$120.00</td>
</tr>
<tr>
<td>FICA</td>
<td>$0.93</td>
<td>6.20%</td>
<td>$7.44</td>
</tr>
<tr>
<td>SUTA</td>
<td>$0.41</td>
<td>2.70%</td>
<td>$3.24</td>
</tr>
<tr>
<td>MEDICARE</td>
<td>$0.22</td>
<td>1.45%</td>
<td>$1.74</td>
</tr>
<tr>
<td>FUTA</td>
<td>$0.12</td>
<td>0.80%</td>
<td>$0.96</td>
</tr>
<tr>
<td>WC</td>
<td>$0.45</td>
<td>3.00%</td>
<td>$3.60</td>
</tr>
</tbody>
</table>

#### Sub-total
- $17.12
- $136.98
- $30,135.60

#### EBITDA:
- $0.65
- 3.81%
- $5.22
- $1,148.17

#### Total
- $20.19
- 100.00%
- $161.55
- $35,541.93

#### Mark up
- $5.19
- 34.63%
- 34.63%

---

**Average Rate for SUTA**

**Gross Profit 17.94%**

**EBITDA 3.81%**
### After The Temp Is With The Agency...

#### In Florida

<table>
<thead>
<tr>
<th></th>
<th>Pay Rate</th>
<th>FICA</th>
<th>SUTA</th>
<th>MEDICARE</th>
<th>FUTA</th>
<th>WC</th>
<th>Sub-total</th>
<th>ADMIN</th>
<th>OH</th>
<th>EBITDA:</th>
<th>Total</th>
<th>Mark up</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pay Rate</strong></td>
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<td>$ 0.22</td>
<td>$ 0.12</td>
<td>$ 0.45</td>
<td><strong>$ 17.12</strong></td>
<td>$ 0.68</td>
<td>$ 1.73</td>
<td>$ 0.65</td>
<td><strong>$ 20.19</strong></td>
<td>$ 5.19</td>
</tr>
<tr>
<td><strong>%</strong></td>
<td>67.91%</td>
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<td>3.00%</td>
<td><strong>34.63%</strong></td>
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<td>$ 3.60</td>
<td><strong>$ 136.98</strong></td>
<td>$ 5.48</td>
<td>$ 13.88</td>
<td>$ 5.22</td>
<td><strong>$ 35,541.93</strong></td>
<td>$ 161.55</td>
</tr>
<tr>
<td><strong>Annual (220 days)</strong></td>
<td>$ 26,400.00</td>
<td>$ 1,636.80</td>
<td>$ 712.80</td>
<td>$ 382.80</td>
<td>$ 211.20</td>
<td>$ 792.00</td>
<td><strong>$ 30,135.60</strong></td>
<td>$ 1,205.42</td>
<td>$ 3,052.74</td>
<td><strong>$ 1,148.17</strong></td>
<td><strong>$ 35,541.93</strong></td>
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</tr>
<tr>
<td><strong>Temp One %</strong></td>
<td>67.76%</td>
<td>6.20%</td>
<td>0.00%</td>
<td>1.45%</td>
<td>0.80%</td>
<td>3.00%</td>
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</tr>
</tbody>
</table>

#### After 3.2 months with Agency

<table>
<thead>
<tr>
<th></th>
<th>Pay Rate</th>
<th>FICA</th>
<th>SUTA</th>
<th>MEDICARE</th>
<th>FUTA</th>
<th>WC</th>
<th>Sub-total</th>
<th>ADMIN</th>
<th>OH</th>
<th>EBITDA:</th>
<th>Total</th>
<th>Mark up</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pay Rate</strong></td>
<td>$ 15.00</td>
<td>$ 0.93</td>
<td>$ 0.41</td>
<td>$ 0.22</td>
<td>$ 0.12</td>
<td>$ 0.45</td>
<td><strong>$ 17.12</strong></td>
<td>$ 0.68</td>
<td>$ 1.73</td>
<td>$ 0.65</td>
<td><strong>$ 20.19</strong></td>
<td>$ 5.19</td>
</tr>
<tr>
<td><strong>%</strong></td>
<td>67.91%</td>
<td>6.20%</td>
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<td>1.45%</td>
<td>0.80%</td>
<td>3.00%</td>
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<tr>
<td><strong>Temp One %</strong></td>
<td>67.76%</td>
<td>6.20%</td>
<td>0.00%</td>
<td>1.45%</td>
<td>0.80%</td>
<td>3.00%</td>
<td>67.66%</td>
<td>4.00%</td>
<td>10.13%</td>
<td>3.81%</td>
<td><strong>100.00%</strong></td>
<td>34.63%</td>
</tr>
</tbody>
</table>

- **EBITDA**: 6.66%
- **SUTA goes to Zero**
What This Means To The Agency

- Need to look at spend over a 12 month period

- Even though you may have a good rate, if you do not manage the components, you leave money on the table

**Current book with Manpower**

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Billed</td>
<td>8.759 M</td>
</tr>
<tr>
<td>Base EBITDA</td>
<td>3.81%</td>
</tr>
<tr>
<td></td>
<td>0.334 M</td>
</tr>
<tr>
<td>Blended with temp over 12 months</td>
<td>5.95%</td>
</tr>
<tr>
<td></td>
<td>0.521 M</td>
</tr>
<tr>
<td>Increased Profit</td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.187 M</td>
</tr>
</tbody>
</table>

- Key questions to ask:
  - What are the SUTA Rates by state?
  - What is the length of time temp is with the Agency?
  - Possible rebates?
## What If We Just Use Bill Rate?

### In Florida

<table>
<thead>
<tr>
<th></th>
<th>Temp One</th>
<th>%</th>
<th>Temp Two</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pay Rate</strong></td>
<td>$15.00</td>
<td>67.91%</td>
<td>$14.50</td>
<td>65.08%</td>
</tr>
<tr>
<td><strong>FICA</strong></td>
<td>$0.93</td>
<td>6.20%</td>
<td>$0.90</td>
<td>6.20%</td>
</tr>
<tr>
<td><strong>SUTA</strong></td>
<td>$0.41</td>
<td>2.70%</td>
<td>$0.39</td>
<td>2.70%</td>
</tr>
<tr>
<td><strong>MEDICARE</strong></td>
<td>$0.22</td>
<td>1.45%</td>
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<td>1.45%</td>
</tr>
<tr>
<td><strong>FUTA</strong></td>
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<td>$0.12</td>
<td>0.80%</td>
</tr>
<tr>
<td><strong>WC</strong></td>
<td>$0.45</td>
<td>3.00%</td>
<td>$0.44</td>
<td>3.00%</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td>$17.12</td>
<td></td>
<td>$16.55</td>
<td></td>
</tr>
<tr>
<td><strong>ADMIN</strong></td>
<td>$0.68</td>
<td>4.00%</td>
<td>$0.66</td>
<td>4.00%</td>
</tr>
<tr>
<td><strong>OH</strong></td>
<td>$1.73</td>
<td>10.13%</td>
<td>$1.68</td>
<td>10.13%</td>
</tr>
<tr>
<td><strong>EBITDA:</strong></td>
<td>$0.65</td>
<td>3.81%</td>
<td>$1.30</td>
<td>6.64%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$20.19</td>
<td>100.00%</td>
<td>$20.19</td>
<td>100.00%</td>
</tr>
<tr>
<td><strong>Mark up</strong></td>
<td>$5.19</td>
<td>34.63%</td>
<td>$5.69</td>
<td>39.27%</td>
</tr>
</tbody>
</table>

- **EBITDA** 6.64%
- If we take out SUTA – profit approaches 10%
- Bill Rate the same
• How do your invoices come it?

Specify electronic fields you need to control the supplier
Make them give them to you contractually to get paid
Use Everything

- Convert invoice information into an actionable vendor score card
- Add data from other sources to transform the information into knowledge
- Be creative in looking at different data sources in order to triangulate and introduce new insights for better control and future cost reduction initiatives
Summary

• Use everything at your disposal
  – How are they getting paid?
  – Where do you get your reporting metrics?
  – Where else can you get intelligence?

• Reverse engineer
  – What are the other components?
  – How can we better understand where they make their money?

• Leverage volume
  – Look across business units
  – Audit invoices against best harmonized agreement
  – Leverage within the business unit
Think About It

Connect all 9 dots with 4 connected straight lines without picking up your pen
## Identify Key Communication Objectives

Examples of stakeholder groups and communication objectives:

<table>
<thead>
<tr>
<th>Stakeholder Groups</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Steering Committee</strong></td>
<td>• Support project goals/benefits</td>
</tr>
<tr>
<td></td>
<td>• Surface issues/process improvement ideas</td>
</tr>
<tr>
<td></td>
<td>• Set priorities for action and communicate performance expectations</td>
</tr>
<tr>
<td><strong>Project Core Team</strong></td>
<td>• Identify implementation opportunities/ barriers</td>
</tr>
<tr>
<td></td>
<td>• Communicate decisions /accomplishments</td>
</tr>
<tr>
<td></td>
<td>• Educate managers/employees about potential benefits</td>
</tr>
<tr>
<td><strong>Employees (All locations)</strong></td>
<td>• Understand the impact to their roles and jobs</td>
</tr>
<tr>
<td></td>
<td>• Develop awareness and eventually enthusiasm for the project</td>
</tr>
<tr>
<td></td>
<td>• Contribute suggestions and process improvements</td>
</tr>
<tr>
<td></td>
<td>• Openly discuss fears/concerns about new work environment and performance expectations</td>
</tr>
</tbody>
</table>
Change Pathway Planning

- Change challenge assessment
  - leadership alignment
  - organization design
  - HR process realignment

- Leadership action
  - team building
  - stakeholder enrollment

- Frontline change leadership
  - new workplace skills
  - new job skills

- Performance management
  - Workforce Transition
  - change capacity

- Change challenge assessment
  - leadership action
  - team building
  - stakeholder enrollment

- Frontline change leadership
  - new workplace skills
  - new job skills

- Performance management
  - Workforce Transition
  - change capacity
At the core of process re-engineering is to understand the core “as is” and what it will become in the future state and track the state changes. We will do that in a collaborative portal that will track the from/to transition.
Watch What’s Coming In…

Delivery and Logistics Services
Monitor Suppliers…The Bad AND The Good.

Goods & Services
• Consumption Management Program
  – Closely watch how much your company is using.
  – Adjust your ordering levels and count up inventory.

• Commodity Monitoring
  – Keep a close watch on what the marketplace is up to.
  – Get real-time data feeds to know when to strike.
Commodity Expertise

In the deep of the recession you may have let go some of your commodity IQ.

- Assess which commodity knowledge you need and how long you will need it for
Effect On The P&L

Show Me The Money
Aggregating the data from multiple, disparate systems can be done easily with today’s technology.
Networking Skills
Count Up Your Contribution
The Golden Rules of Consulting:

1. Know More Than Your Clients
2. Do It Faster
3. Never Miss A Deadline
4. Always Prove Your Value
5. Never Overcharge
Penultimate Thoughts…

Show me a good loser and I will show you a loser.

_Vince Lombardi_

Winners never quit and quitters never win.
But if you never win and never quit
You are just plain stupid
"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change."

— Charles Darwin