Renaissance Worldwide, Inc.: 1998

- **Niche:** Global IT and Management Consulting Firm
- **Value Proposition:** Integrated Business Solutions for the Knowledge Era
- **Revenues:** $600M
- **CAGR:** 45%
- **Staff:** 5,000+
- **Offices:** 99

Renaissance Solutions: 1993

- **Revenue:** $4M
- **Staff:** 20
- **Offices:** 1
# The I/T Professional Services Industry: 1993

## The Reengineering Continuum

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<th>Strategic Consulting</th>
<th>Operating (Process) Strategy</th>
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**Key:**
- ◎ Provides a full range of services
- ◎ Provides some services
The Renaissance Value Proposition

“Implementing Strategy...Rapidly, Measurably, Knowledgeably”

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The Balanced Scorecard

Knowledge-Enabled Work

Knowledge Enabling Technology
- Desktop
- Web
A New Market Niche Emerges... “40% Growth, $9.3 billion by the year 2000”

Source: Adams, Harkness, Hill – 1996
Strategies for Managing Growth

The Dilemma of the Innovator

Get to Scale...Fast!

The Dilemma of the Small IPO
Why Growth Through M&A

1. Broaden the Service Offering
2. Speed of Geographic Expansion
3. Accelerate Senior Staff Acquisition
The Challenge of Managing M&A: Three “Architectures Required”

- Service Architecture
  - Revenue per account

- Systems Architecture
  - Cost per Unit of Service

- People Architecture
  - Key Staff Retention

Culture